

NO TITLE PAGE & INDEX ISSUES

SALES MANAGEMENT

for October

How One Concern Is Solving the Salesman's Pay Check Problem

An old timer, now at the head
of one of the largest sales organ-
izations, tells on "Sales Mana-
gers Who Have Mismanaged Me"

For the sales manager interested in ex-
port business: "How the Bureau of
Commerce Can Help You"—"Export
Customers Who Don't Come Back"—
"Protecting Your Trade Mark Abroad"—
"What an American Should Know
About French Business Habits," etc.



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**TWO-IN-ONE
ENVELOPE BAGS***

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St. Louis, Mo.

Made in
three sizes

Large
Medium
Small

FROM
AMERICAN SALES CO.
NEW YORK

SAMPLES INSIDE

Two-in-one

Place Parcel Postage above this line

FROM
AMERICAN SALES CO.
NEW YORK

TO *Mr. J. B. Scott*
Scott & James Co.
Toledo, O.

LETTER INSIDE

Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Second Year

Volume Two, Number 1

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Next Month's Issue

Has it ever occurred to you that most of the really big business heads of this country got to the top via the sales manager's desk? You will be interested in knowing more about these men, their policies, views and experiences. We are negotiating with one of the best known business writers in the country for a series of intimate interviews with these men, and hope to start the series in the November issue. Then we will have the story of how Frank E. Davis, the Gloucester fish man, built up a great business by sales letters and his experience in making letters pull.

Another feature which will begin with the next issue, and which we are sure will appeal to you, will be a new department for the sales manager who travels occasionally. It will give you news of the road—changes in train schedules, what is happening at the hotels, changes in hotel rates and service, in short everything any anything that will help you to get about the country. And, of course, there will be the usual quota of stories on handling salesmen, sales organization, trade mark and good will protection, export selling and we hope a bang-up story on efficient branch house management. It looks like a forty-four page issue at least!

Subscription Rates: Single copies, twenty-five cents each. Yearly subscription, \$2.50 anywhere in the United States or its possessions. Canadian postage, twenty-five cents a year extra. Foreign postage fifty cents a year extra. Six month subscriptions, \$1.50. When more than three copies are ordered by the same concern a special club rate of \$2.00 for each subscription applies.

Bound Volumes: A limited number of bound volumes of the first twelve numbers of this magazine (October, 1918, to September, 1919) have been bound in buckram for library use. They may be secured by corporation, municipal or college libraries for \$4.00 postpaid.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$40.00 per insertion. Two-thirds page (across two columns), \$30.00; half page special island position, \$25.00; half page across columns, \$22.00; third page, one column, \$15.00; two dollars a column inch. Classified advertisements, twenty cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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All names in sight

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Representatives in leading cities

How Nimble Do Your Records Answer You?

How often you have had to wait—because you did not know of Acme!

DELAY!—always cropping up when minutes are shortest,—when facts must be produced at once!

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Acme Visible Record Equipment stops all that,—its speed and accuracy are unfailing,—always!

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be referred to, front and back, without removal from their place. (Double usefulness cuts Acme cost in half.)

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These points which any executive will quickly realize are vitally essential to efficient business, suggest some of the features of superiority found only in Acme Equipment.

Note the six diagrams above,—then send the coupon for our catalog.

It is full of information that no forward-looking executive should be without.

Let us tell you where, in your business (for cost-records, sales data, credit lists, etc.) Acme Records are needed to *keep* the value of your facts *at par*.

COUPON

Acme Card System Co.,
2 N. Michigan Ave., Chicago, Ill.

Please send me catalog and other interesting facts about ACME VISIBLE RECORD SYSTEMS.

Name _____

Address _____

Sales Management

A Monthly  Journal

Volume Two

Chicago, October, 1919.

Number 1

Our New Plan for Paying Salesmen

By Winslow Russell

Vice-President, Phoenix Mutual Life Insurance Co., Hartford, Conn.

Of all the recent departures in salesmen's compensation plans, none have created quite as much comment and discussion as the announcement by the Phoenix Mutual Life Insurance Company that hereafter new salesmen would be paid a salary and bonus, instead of the straight commission which had become almost a fixture in insurance selling. While Mr. Russell's version of this change in policy will prove of special interest to insurance men, nevertheless, it is closely related, in underlying principles at least, to the whole perplexing problem adjusting salesmen's compensation to the present high industrial wage scale.

Reference was made to this company's compensation method in the September issue of SALES MANAGEMENT. The implication was that salesmen who were compensated by straight commission in our business were perhaps being overpaid. No such implication can possibly be attached to the average income of the salesman of life insurance. I know of no salesman in our business who is being overpaid.

The life insurance salesman must produce double the volume of five years ago to earn the same income. His commissions haven't been changed. Life insurance rates have not been raised. Therefore, his commission income has really been decreasing. The commission salesman in life insurance is today about the only fellow alive, except the minister and school teacher, whose income has not materially increased. To be sure, he is doing twice the business. If he isn't—his income has decreased for the purchasing power of the dollar he earns has brought about just that situation. Our departure, therefore, from old methods is based more upon the inadequacy of past earnings than because they were adequate.

Quantity at the Expense of Quality

In the business of life insurance the point of greatest strain upon the salesman is his first year. Most life companies operate upon what is known as the general agency system. The profit to the general agent comes through over-riding margins upon the business produced by his salesmen, plus earnings upon his own personal production. His company whispers "volume" to him constantly—too much, so I fear, in many cases. If we could stop for a brief spell and get "quality" rather than

"quantity" for a while, the compensation question would be easier of solution, for lapse rates and mortality would both tend downward, and elements of waste, now prevalent, could be transferred from the loss to the profit side of our ledgers.

General Agent Brown must satisfy his company's desire for volume. His own funds are limited. He contracts with a salesman—perhaps one who hasn't sold life insurance. He paints the rosiest picture possible, gives the fellow a rate book, and out he starts. The man has a few hundred dollars in the bank and a wife and baby, and a pure commission contract. His earnings during the first three months are not sufficient to pay his bills and he uses the small surplus money he has. By the time he becomes able to earn even a moderate and regular income—both his courage and cash are gone and he joins the ranks of those who fail. There are exceptions, I believe. The rule has here been illustrated without exaggeration.

Paying for a Dead Horse

To meet the situation, General Agent Brown goes to his bank and obtains a loan of \$600. He tells the salesman he will advance him \$100 a month for six months against all his earnings. Three months of strain are on. The salesman can hardly get by on \$100 a month. The fourth and fifth months his actual earnings are \$150 a month, but there's a "dead horse" lying in his path, and while he needs that additional \$50 it has to be credited to the unearned advances of the previous months.

In many cases this type of salesman fixes his advance at the lowest possible figure. He needs to increase it and immediately as his earnings exceed the

sums advanced, he presses for an increase, and the deficit of the early months of strain remains as a "debt" with the discouraging suggestion before him, that his "future renewal commissions will take care of that."

The average young salesman needs incentive; indeed, all salesmen do, but some of them do not know it. It seems clear that in the days ahead a more adequate system of compensating life insurance agents must be found, unless we shall be content to proceed with the past and present very heavy turnover.

In attempting an experiment a great deal depends upon a most careful selection of salesman, and more depends upon the character of his training. Important plans are being worked out to partially meet these needs. The Bureau of Personal Research at Carnegie Tech has given us a basis of selection, with rating scales, mental tests, etc. These are not final—they merely point the way.

Training Schools for New Men

The first School for Training Life Insurance Salesmen opens at Carnegie in October. Any life insurance company can secure scholarships at a minimum investment. Other similar schools will soon be opened and some of us expect to see the day dawn when all good companies will pay commissions only to those who hold graduate certificates from approved training schools. If law and medicine and theology require it—why shouldn't our profession—the equal of any of them, do as well? To complete the links in an important chain, some of us think that "compensation" is linked very closely to "selection" and "training."

We used to feel elated when we could secure a salesman in our business who

financed himself. We are now becoming convinced that the man whom we wouldn't finance if necessary, isn't worthy of carrying the rate book. We shall make mistakes, but believe that an approach to a solution is to be found in the salary and commission—the latter plus renewal commissions dependent upon a quota.

The salary should be limited to minimum living expenses, and paid in full for a limited period. We make that period four months. This is followed by a sliding scale reduction with a corresponding increase in the commission rate paid.

The man who wants a full commission contract should receive a somewhat better contract than the other, for he takes more chances. If he has a choice and takes the salary and commission, he may change to full commission and its advantages, but not for one year from the date of his choice.

The first reading of a departure of this kind might lead to the suggestion that a plan that involves salaries or guarantees means financial loss to those who pay the salaries. The answer, if one is needed, might be found in two places. First, if we could see the private ledgers of some of our General Agents, and second, if we could get into one volume, the stories of the perfectly good men who "went broke" under the strain of the first few months—when with wholly inadequate training, they struggled to "close" the business without much knowledge as to how to "open" it.

Sometimes in the home office we fail to count such indirect experiences because the direct loss does not fall upon us. The responsibility, however, is there, whether we realize it or not.

Life insurance salesmanship presents at this time the greatest opportunity ever offered to men who seek a profession which combines a social service with a good income. Any negative suggestion contained herein will doubtless be found in almost any line of business where specific qualities of proprietorship are involved.

All over this land with scores of companies, records like those shown below are being duplicated. These men have passed the point of greatest strain, and their efforts—beside providing amply for their own welfare—are daily adding happiness to their own and other lives because their work helps to prevent poverty, minimizes social dangers, and becomes a vital factor in our whole economic program.

Paid Sales in Life Insurance

| | 12 mos. 1917 | 12 mos. 1918 | 8 mos. 1919 |
|---------|-----------------|-----------------|----------------|
| 1. | \$ 86,000 | \$186,000 | \$198,000 |
| 2. | | 93,000 | 219,000 |
| 3. | 199,000 | 248,000 | 226,000 |
| 4. | 332,000 | 387,000 | 350,000 |
| 5. | 214,000 | 272,000 | 357,000 |
| 6. | 276,000 | 251,000 | 371,000 |
| 8. | 345,000 | 294,000 | 440,000 |

These records are those of ordinary men who came from other lines of business, with a vision of social service.

These men are all in the \$10,000 income class. Hundreds of similar records are being made with scores of good life insurance companies. No salary or compensation contract would interest this type now. Not one of them is being over-paid even though he is working upon a straight commission contract. It is quite likely, however, that none of these men would now be making these records if someone, in the beginning, had not "invested" some "advanced" money to them. Ask any of them if they would have come more quickly to the "make good" group if a standardized salary plus commissions, plus quota had been theirs at the beginning, and most of them would quickly answer "yes."

It is the men whom we shall need five years from now, for whom we are now trying to provide. The men whose records are shown above have come up to the strong position they occupy through a turnover of scores whose names are not mentioned, or who, when they are mentioned, are called failures. The percentages of the latter type can be brought to a minimum only when we select with greater care, train with finer skill, and nurse through the strain period with adequate financial backing.

Chicago Sales Managers Discuss Salesmen's Pay

The first meeting of the Chicago Sales Managers' Association following the summer recess was given over to the consideration of the problems of compensating salesmen. In introducing the subject, C. G. Barth, vice-president of the Rehm Hardware Co. and president of the club, said that it was becoming more and more apparent that some plan must be worked out which would enable the salesmen to make more money. "To give the salesman a 30 per cent increase in salary and then expect him to go out and get twice as much business," he said, "is not a raise at all." G. Landis Wilson, sales manager of the Barrett Company, said that in his opinion the trouble with present compensation methods was that sales managers did not have it clearly defined in their own minds just what they wanted salesmen to do. "If you want orders, and only orders," he said, "then pay on the basis of orders. But if you want the salesman to do missionary work, put up advertising, make better merchants out of dealers, etc., as well as sell goods, then it is only right that you pay extra for this extra work." He recommended some sort of a point system, by which a salesman would receive extra pay on points over and above his present salary or commission arrangement. H. G. Grosse, sales manager of the American Ironing Machinery Company, stated that the fault with most bonus plans was that a salesman was paid on the basis of increased volume, which in many cases came automatically through advanced prices. He recommended a bonus on the unit plan, whereby a salesman was paid for extra effort expended in increasing the number of items sold, or opening up new accounts, or making a greater number of calls.

E. Q. Bangs, sales manager, Hamilton Beach Manufacturing Company, Racine, Wis., said his company was meeting the present salary situation by reducing the size of its sales force and requiring a larger volume per man. On the other hand, A. F. Hornisher, sales manager for the Scott Paper Company, held that he was doing exactly the opposite. Instead of fewer salesmen he was adding to his present force just as rapidly as suitable men could be secured. He finds that if the salesman is backed up by a carefully planned sales campaign a man can get more business out of a smaller territory, thereby making more money for himself and for the house.

The next meeting of the club will be the third Monday in October, when another subject of timely interest to sales managers will be considered by the members.

How We Keep Tab on Salesmen's Expenses

By R. W. Geauque

Sales Manager, New Idea Spreader Company

We have a special daily report which every salesman must send in to the branch house from which he works and is directed. When the daily expense report is received by the branch the clerk sets down the information on this sheet, item by item—B means breakfast, D dinner, S supper, and so on. The total for the day is marked down and this added to the total expense to date should be the same as the total expense shown by the salesman on his expense report.

At the end of the month the various columns are totaled and the sum of all the columns should equal the total expense for the month; if it differs then there is a mistake. This shows up vividly where a salesman spends his money. He may pay too much for dinners or too much bus or too much postage. Then, too, if he is off the job or does not work it shows up. We then take the sheets of all these men for each branch and mark down on another similar sheet the totals of each man working out of the branch. This shows how all the men spend their money. This composite data sheet is very interesting and surprising.

We go still further and after adding up the columns of the composite branch sheets to find the totals, we take these totals of the various branches for still another composite data sheet, although these are figured on averages rather than the total amounts. Where a branch has ten men, we simply average the columns to find the average expense of EACH man from that branch. That is how we can tell that the board in the west and east is greater than in the central states. Another thing, this shows which branch managers have the best control over their men, both in holding down expenses per man and in volume of sales.

Sales Managers Who Have Mismanaged Me

The author was a road salesman for many years, and now, as a sales manager for a well known national organization, is trying to put into practice what he learned from the sales managers he worked for. Under the circumstances he can be excused for not signing his name to this account of his experiences.

There have been three of them during the last ten years, and from them I have learned many things—things to do and not to do. All three of them size up well, and while their good points far outweigh their bad, I think perhaps if they read this and recognize themselves as Finch, Schwartz or Connor, it will help them to correct mistakes that now prevent them from getting the best out of their men.

I

First comes Finch, of a nationally known office appliance manufacturer. He hired me on Monday, and Tuesday evening I was starting for my territory, a thousand miles away. I knew nothing of his line when I came to work for him, and there were a few things that I couldn't learn in the two days before he shipped me out. He talked to me off and on for a half day on selling his line—when he wasn't answering phone calls, O. K.ing vouchers, and interviewing callers—and then gave me a bale of literature to read. I was whisked around the office, meeting many men whom I later figured out must have been the advertising, credit, collection managers, and so on. I spent a frenzied Tuesday morning with the "star" salesman, and when I had finished Finch patted me on the back and said, "Now, young man, you just go out and sell the way he does and you'll be all right." Righto! And what if I failed the first month or so to come quite up to that mark, I wondered.

In the afternoon when he was saying

good-bye and giving me a final ginger talk I wanted to say that I didn't feel adequately prepared to go out and get as many signatures each month as he had given me as a quota, but it was my first selling job, and as he seemed to expect me to pick up complete information in two days, I decided not to let him know that I was a dub.

I later had reason to regret my timidity, for I soon found how hard it was to get any real information through the mail. I would write in asking for information about competitor's products, for example, and would get this as a reply—not an answer, but a reply.

Dear George:

Don't bother about competition—just slam the ball hard and drive a flock of runs across the platter next week. Stand up to the plate like old Tyrus and know that you've got it on anything the opposing pitcher tries to shoot across. Slam it like "Bat" Nelson. He doesn't worry about what his opponent has. He's willing to take one blow if by so doing he can drive home two. And you can knock 'em cold, too, if you'll just forget about the other fellows . . . etc.

Fine advice, I thought. But somehow or other, when a "p. p." told me that a certain competitive product was not only cheaper, but would do better work, and last longer, I sort of longed for some

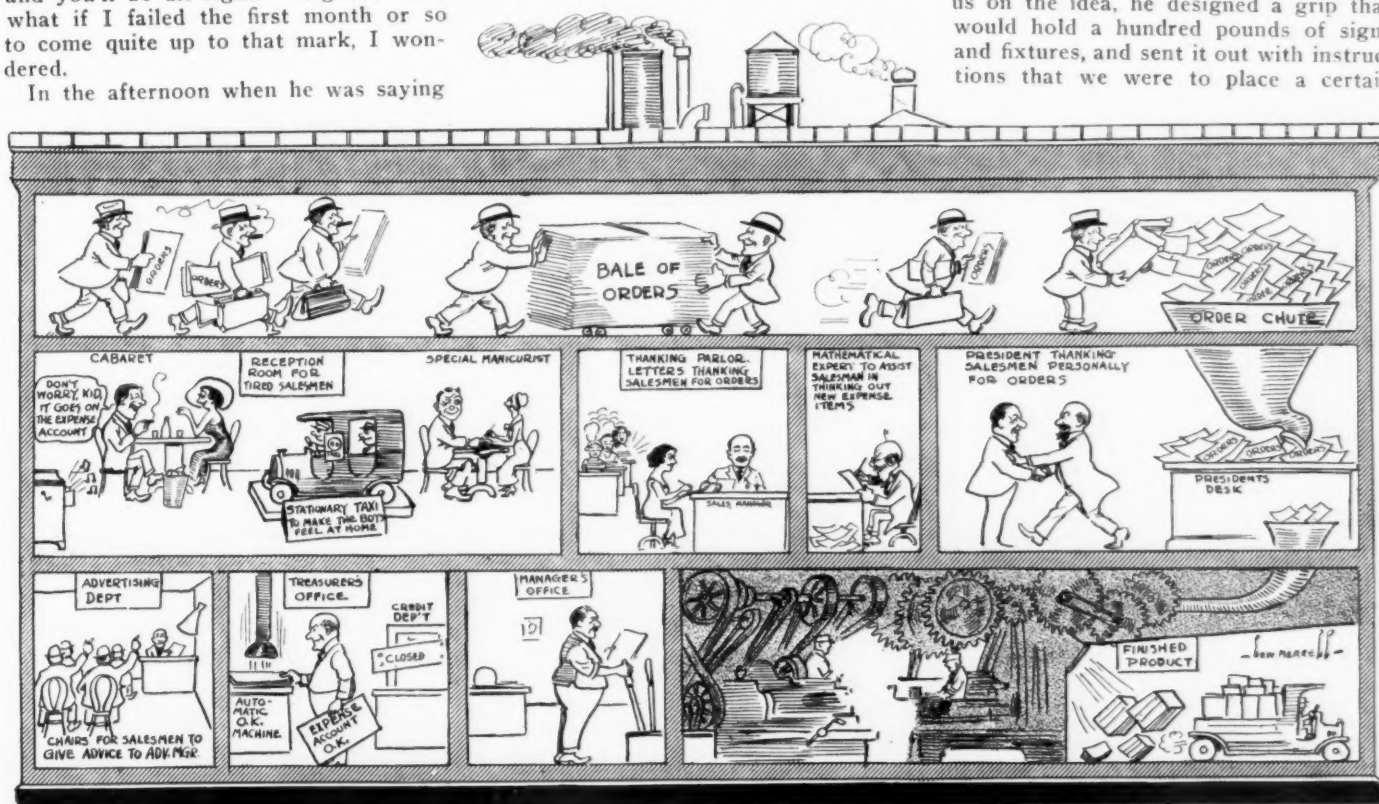
information that I didn't have.

I'm not saying that Finch was dead wrong. I know that his "pep stuff" worked wonders with some of his men, and doubtless he had found from experience that it produced better results than any other kind of direction. Where I think he made his mistake was this: He gave the same medicine to all his men, although their ailments and their constitutions were widely different. I am of a somewhat methodical and analytical nature, and failed to respond to ginger. I wanted to know—but apparently Finch thought that the less salesmen knew the better off they were. Perhaps he is right, but I don't think so.

II

Next was Schwartz, descended from Teuton forebears, and a thorough believer in the Prussian system. We never had a chance to forget who was boss in that establishment! He had been a successful salesman, and he had set ideas on how to sell goods—the way that came natural to his own domineering personality, of course.

He was a driver rather than a leader, and the salesman who let his heels drag for a moment soon felt the lash. There was the question of carrying and placing advertising material, for example. Without asking the advice of any of the salesmen, or making any attempt to "sell" us on the idea, he designed a grip that would hold a hundred pounds of signs and fixtures, and sent it out with instructions that we were to place a certain



A Model Factory Laid Out According to a Salesman's Ideas

amount each week. What difference did it make that we already had a big sample case and personal baggage to lug around?

Now I was then, and am now, a firm believer in advertising. I knew that the dealers who displayed the merchandise they bought from us would sell more than those who simply bought the goods and then forgot about them. And I was willing to work hard. But here was the rub—we were judged on sales volume, and the cost of getting business. If our sales volume fell down little chance did we have of getting a raise. I knew that if I took the time to carry advertising matter around and put it up, sales in the territory were bound to increase in the future. But I was not sure that they would be larger in my territory, because for all I knew Schwartz might transfer me to some other state, or I might take a job with some other house.

Schwartz contended that I was paid for representing his house, and that I was, therefore, being paid for placing advertising as well as for selling goods. As he wouldn't listen to me when I suggested that he pay us on a piece-rate basis for putting up the advertising, I left.

Since then I have given considerable thought to the problem, and have decided that it is unfair not to give salesmen tangible and immediate credit for advertising work. It can be accomplished either by paying, in addition to the regular salary, so much per piece of material placed, or by reducing all of the salesmen's work to a common denominator, as under the point system, making advertising work equivalent to a certain amount of sales work.

III

My last boss was Connor—only he wasn't a boss. He allowed us to do about as we pleased. He never put his foot down real hard and told us what to do, or not to do. He would let things run along, and then if results were not good he would nag, like a petulant old woman. He worked on the assumption that the only way to develop a man was to send him to a territory and then leave him to work out his own salvation. I think he was right, only that there is a limit, and he didn't know where to stop.

He also wanted to develop his inside assistants, and so he left to them most of the corresponding with the road men. As a result I would often get instructions, sometimes contradictory, from three or four men in one mail. I couldn't do my best under that arrangement.

Another reason why I failed to look up to Connor was that he was "desk tied." He had stepped from the credit manager's desk to the sales manager's, and had never worked to overcome that handicap by getting out in the field and selling, or even traveling with the salesmen. He talked vaguely of "conditions," but he couldn't fool us. We knew that he would shrivel up and die if he ever faced a hard customer.

* * *

It may seem to you that Finch, Schwartz and Connor rank at the foot of the class of sales managers, but you

must remember that I have only told of their "mismanagement." They had their strong points, many of them, and some of my brother salesmen did not have the same reactions as I.

Taken all in all, I guess there never was a sales manager who could get by with all his men, all the time. I know I don't, and I used to think I had observed all the things *not* to do.

A business man advertised for a boy the other night. When he arrived at the office the next morning there were some fifty boys already in line. He opened his desk and was just about to begin examining the applicants when his stenographer handed him a card on which was scrawled: "Don't do anything until you see me. I'm the last kid in line—but I'm telling you—I'm there with the goods."

You can tell a salesman by the way he sells his services.

In a recent issue of the Paris edition of the Daily Mail, the following figures are quoted from a report made by the Statistical Bureau of Berne, Switzerland, which represent the increase over pre-war prices in certain countries: Italy, 481 per cent; France, 368 per cent; Switzerland, 257 per cent; England, 240 per cent; and the United States, 220 per cent.

"The writer has been a constant reader of SALES MANAGEMENT for some time, having purchased it from news stands in our city. However, as SALES MANAGEMENT has become a warm friend, I think it advisable to take advantage of your 'Warm Weather' offer, hence the enclosed subscription."—R. T. Riggs, Sales Mgr., Lilly Varnish Co.

The less a man thinks or knows about his virtues, the better we like him.

People are *Not* Looking for Your Advertisement

It is up to you to put it *before* them in a form that will attract attention.

No medium can possibly give the size that impresses, the colors that attract, and the brevity that compels, save only Poster Advertising.

Appreciation of the truth in this statement is the explanation of the enormous increase in Poster Advertising.

Expert service does, of course, add immeasurably to the value of posting—a service that comprises an intimate knowledge of the preparation of posters and their proper display.

IVAN • B • NORDHEM COMPANY

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8 West 40th Street . . . New York City

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Offices in Chicago and Minneapolis

Canadian Representative:

THE WADSWORTH-NATHANSON CO., TORONTO CANADA

The Salesman Who Doesn't Believe in Himself

By Maxwell Droke

What use do you make of the salesman's daily report? Quite likely none at all. But you ought to, for as Mr. Droke points out, the salesman's report offers an exceptional opportunity to study a salesman's work and locate his strong points as well as his weak ones. Mr. Droke is well known through his writings on sales subjects. He recently left the Palmolive Company to open an office in Chicago as a sales promotion specialist.

The salesman's daily report may be the livest or the deadest bit of data in the files. It may be a mere meaningless mass of figures, or a living, breathing "get acquainted" message from the man on the road. It all depends upon the use you make of that printed form.

A few years ago when the writer was managing the road men for a large Southern lumber mill, we were confronted with the problem of keeping up personal relations with a corps of salesmen who were virtually strangers to us.

These men drifted into the Home Office for a week-end visit two or three times a year, and that was all we ever saw of them. For the balance of the three-hundred-and-some-odd days per year, it was up to us to keep the Knights of the Grip inspired, gingered-up and making sales on all twelve cylinders.

Helping Salesmen to Help Themselves

And so we turned to the daily reports. We turned to them not with the intention of "Checking up" on the men and finding something to complain about; but rather in a spirit of co-operation. We felt that the salesman and the Home Office working together could lay the foundation for more business than the road man "going it alone" could ever hope to sign up. And the men, a bit antagonistic at first, perhaps, were soon accepting our viewpoint.

Some executives make the error of considering each daily report a complete unit, separate and distinct from its predecessors and successors. That attitude is about on a par with judging yourself by the work you turned out a week ago last Tuesday when you had an attack of gout and a bad cold in your head.

I don't know who started it, but there seems to be a notion in some circles that a salesman is never sick, that he never has an off day, or a quarrel with his wife, or an attack of general cussedness. Good God! Isn't a salesman a human being with the same number of organs allotted to you and me.

Salesman Jones sends in a bum report from Slowtown. The Home Office man jumps on it instant. Maybe yesterday's report was a dandy and tomorrow's may be a humdinger. No matter; the present is the thing. And Salesman Jones gets a letter about like this:

Dear Sir:

We are in receipt of your daily report dated 18th inst. Note you called on six dealers in Slowtown and did not sell a single bill of goods. This is a very poor showing. We are at a loss to understand this condition, and shall cer-

tainly expect to see some improvement in your next report.

Respectfully,

There is no time, place or excuse for such a letter. If it reaches the salesman while he is still "off" he is only thrown more deeply into the mire of Despond. If the missive comes to him on a bright, sunny morning, when he is once more "hitting on high," it arouses a spirit of resentment and dulls his efforts for the day.

Every salesman with the minutest modicum of intelligence *knows* when he isn't up to par. And a carping, fault-finding letter, lacking constructive criticism, has never yet pulled a road man out of the rut.

We once had a young salesman in our organization who went for nearly thirty days without using up enough order blanks to make a first-class spit ball. But every night that lad sent us a daily report. And those reports told us a heap about the boy. I knew his territory well enough to check up the "dope." And I found that despite the poor showing, this salesman was making his calls faithfully, day in and day out. Never was he known to overlook a prospect. And so I knew that he had nerve. It takes a man with guts to hang on under those conditions.

A Letter That Set One Man Right

Something was wrong. We didn't know *what*, but we started to find out. First we wrote the salesman a letter, just a frank, friendly little note. We put the situation straight up to him, told him we knew he was trying and that we wanted to help him. Then we asked point-blank *what* the trouble was—*why* he could not close sales.

Back came a letter by return mail. It was almost desperate in its earnestness. The salesman was trying with all of his might and main to win out. But the big trouble was that *he didn't believe in himself*.

I sat down and wrote the salesman that very morning. A few days ago I chanced to run across a copy of the letter in my files. Eliminating a few personal references, I am passing it on, not as a model missive, but to show just the tack which our firm took in this particular instance.

Mr. Dear Baker:

Your letter of the 6th was particularly interesting to me, because it reads like a chapter out of my own life.

I left a "behind-the-counter" job in a small-town drug store to "go

on the road" when I was nineteen. I was in love with the selling game. I wanted to make good more than anything else in the world. But somehow I just couldn't make sales.

Then one day I got next to myself. The thing that was holding me back is the very same condition that you are up against. It's a thing which has wrecked a heap of promising sales careers—LACK OF CONFIDENCE.

When you lose faith in yourself you come mighty close to making it a unanimous decision. For if YOU don't believe in you, how in hell can you expect anybody else to take you seriously? Is it reasonable to look for a customer to be bowled over by a weak-kneed sales argument that even you yourself aren't sold on?

I have a hunch, Baker, that you are trying too darned hard to sell things. Don't do it. That desperate attitude is one of the best things to breed self-consciousness. I know by experience. Try not to brood over your past failures. Don't start tomorrow under the handicap of today's errors.

Is there any logical reason WHY you cannot sell goods? Certainly not! You have a heart, a soul, a body and plenty of brains. All of the equipment that anyone was ever blessed with is YOURS right this minute.

You can do ANYTHING in this wide world that any other human being has done, if you only WANT to do it HARD enough and go at it in the RIGHT way.

That's the spirit in which you should approach a buyer. You will find it a wonderful help. Think not "Can I sell this man?" but rather, "HOW can I sell this man?" Study your buyer. Don't consider him as an Ogre Absolute, clutching the coveted Order in his talons. Think of him as a man.

The buyer may represent wealth, power, industry—and yet he is just a man. No bigger than you are. No more wonderful and magnificent a creature. He hasn't a third leg, a couple of extra fingers, probably not even a double chin to brag about. One telling argument, one little sales point, and he is in your power.

You can sell him. You can sell other men. I know you can. Be-

cause I once stood just where you are standing today. I faced the problems you are facing. I won. And you are going to win.

You are going to acquire faith—mountain-moving faith—in the man who wears your shoes. You are going to believe in yourself and in your ability to put things over. And why shouldn't you? You breathe as much air, take up as much space, and are just as important in this old world's work as all of the kings and potentates and Great Ones of the Earth.

Here's a homely little creed that has helped me. Maybe it will give you the right start. Try repeating it every morning before you pick up your order-book and portfolio:

I believe in myself.

I believe in my work.

I believe in my company.

I believe in the goods I am selling.

I believe I am going to have a mighty successful day.

Tomorrow morning you are going after business shoulders squared, head up, the fighting light in your eye. And you are going to win.

We are betting on you.

Sincerely,

In less than a week that salesman sent in two orders. They were small ones, to be sure, but we hailed them with eagerness. Friendly, encouraging letters went out to that salesman at frequent intervals. Once in awhile we would clip a particularly good inspirational article from some magazine and send it along to him. Six months later our timid salesman ranked first in number of orders and third in volume of business sent in.

We had another salesman in our organization who could go out and sell every small buyer in the community. But he consistently shied at the Big Ones. One daily report, or six, or even a dozen, would not have told us that. Off-hand, the man seemed to be making a pretty good showing. But a steady week-in-and-week-out analysis of the reports revealed a weakness that was holding the salesman back.

He Liked to Hunt Big Game

And in that same sales force there was still another man who had an altogether different handicap. This man overlooked good worth-while business on every trip in his mad rush to cover the territory and "kill the Big Ones." He disdainfully ignored anything less than a ten-carload order, and a careful study of the daily report showed us that he was not inclined to "waste time" on the little fellows.

So we did the obvious thing. We played one man against the other. We showed the small-trade man that he was overlooking some good bets in dodging the larger buyers. "The Big Fellows are human and approachable. B— is getting orders from them every day. Why can't you go after the busi-

ness?" was the tenor of our argument.

We pointed out to the big trade specialist that the small orders could be gleaned with mighty little extra work as he journeyed along. At the end of the month, we told him, you will find that this small business has done quite a bit toward lowering your selling costs and bringing up your salary bonus.

Of course, there are many other things that the daily reports will point out. Carefully studied and analyzed, they will give you, in due time, a "line" on every salesman. Then, and not until then, will you be able to intelligently correspond with the men on the road.

"SALES MANAGEMENT is the most interesting publication which comes to my desk. It is instructive and is well worth the careful perusal of every sales manager."—C. A. Burnham, Sales Mgr., Northrup, King & Co.

"Will you please send us a copy of the February issue of SALES MANAGEMENT? We have found this magazine very good indeed, and are anxious to put it into book form."—E. C. Coit, sales manager, Capital City Products Co., Columbus, O.

A man should never tell tales of himself to his own disadvantage. People may be amused and laugh at the time, but they will be remembered and brought up against him at some future occasion. —Johnson.

"We have been receiving SALES MANAGEMENT each month, for some time. It is well worth while. It contains very valuable information, and both Mr. Harden and the writer have derived a great deal of valuable information from the magazine."—A. J. Leatherock, Friedman Mfg. Co.

The New Agency Recognition

Let us imagine that you are considering advertising agencies and are going to select one to work for you.

What is going to be your basis of selection?

How are you going to know the right agency when it comes along?

Many advertising agencies are good advertising agencies and most of them can work well for you. The extra 15 or 20% that goes toward perfect agency service is determined by how well these firms can work with you.

You will do well to give more attention to the idea of how well you and your agency will work together, and less to the question how well it will work for you. There are some advertising accounts we would never think of soliciting. They fit where they are.

If you think the above advice good and worth using, the only acknowledgement we ask is an opportunity to meet and talk with you.

We do not try to sell you a plan when we talk advertising to you; we describe a service. We number among our clients some of the foremost American manufacturers. We tell you that we have served some of them more than twenty years.

If you are our kind of people and we are your kind of people it will not take us long to recognize each other.

This is the New Agency Recognition

GEORGE BATTEN COMPANY, Inc.

William H. Johns, President

Advertising

10 State Street
BOSTON

381 Fourth Avenue
NEW YORK

McCormick Bldg.
CHICAGO

Keeping Sales Analysis Records by Machinery

By J. L. Peden

General Sales Manager, The Kennedy Manufacturing Co., Elmira

Why is it that so many concerns stay awake nights for fear some new labor saving device for the factory will get past them in the dark, yet are totally indifferent to the use of modern labor saving appliances in the sales department? An hour saved in the factory represents merely the cutting of one man's time on the payroll, but an hour saved in the sales department may mean a difference of thousands of dollars on the weekly sales summary.

Sales data, like eggs, are good only when fresh. When the line is simple this requirement can easily be met, but when the products sold are comprised of many types, sizes, metals and specifications it is a more difficult and costly matter. When you multiply these difficulties by a large number of territories the cost of labor alone to

compile even the most necessary statistics is staggering. Indeed, so great is the cost, that the average concern simply will not spend the money, thereby depriving itself of important knowledge, which if properly applied, could readily be capitalized.

No sales manager can do his best work unless he knows from day to day just what is going on in every territory—how the sales are running on different products — and especially have figures at hand which tell the story of business that the firm ought to have, but is not getting. A sales manager who attempts to direct the operations of a sales organization without such information is in the same position as a general who depended upon "hunches"

for the winning of battles. It would only be a question of time before such a sales organization would be overwhelmed by a competitor who has possessed himself of organized facts and statistics.

We have solved the problem of excessive compiling costs in our sales sta-

any sales manager who has to wait reports under the old methods.

We utilize this tabulating equipment for costs and other data as well as sales data, but a review of one phase of our sales work will give a general idea of how data is mechanically compiled and what its possibilities are in connection with such work. It can be made to answer in a few minutes almost any question you want answered.

The basic principle of the equipment is to deal with figures only, so the first step in the conversion from our previous methods was to give a number to all our products and to the various classes and divisions, salesmen, customers, cities, branches, territories, states, etc. In doing this, due care was used in classifying to avoid conflicts. The result was then reduced to a single figure, showing the classifications.

An order is received from our New York branch for say one gross standard gate valves with gland followers. This order goes to the punch clerk and the card shown in illustration is the result.

[illegible]

Machine Is Operated by Holes Punched in Cards

Explanation of Card Shown: Year punched, 19; Month, 8; Day, 30. Sales Analysis, No. 1 or salesman's number; State, New York, No. 17; Branch, No. 1; Customer, No. 1234; City, No. 10; Discount Sheet, No. 13B; Quantity, 144; Fig., 27-S; Size, 1 1/4"; Amount, \$388.00; Classification, B.

tistical department by doing the work by machinery. By using a tabulating machine, operated by punched cards, we are able to assemble sales statistics which cannot be equalled for accuracy and speed, and are a positive boon to



Sales Statistical Department of a Large Manufacturing Establishment Equipped With Modern Tabulating Machinery

If there is more than one item on an order, a card is punched for each item.

Assuming we were interested in knowing if New York was selling its quota of Fig. 27 valves for any week or month desired, all the cards for the specified period are taken and the sorting machine is set to sort all cards under branch No. 1; these resultant cards are resorted to determine the "Fig. No." and sizes and then tabulated in a few minutes by the tabulating (or multiple adding) machine for quantities and values of material sold for the specified period.

Likewise we can determine sales by types, sizes and classes, etc., in any town, city, county, state, group of states or total, or to any individual customer. We can determine quickly how much material was sold at prices on any particular discount basis. We can determine the amount of difference in sales at differing preferentials and what salesman has received the best prices for goods. We can determine the demand in various sections of the country for various material, which section buys cheap goods and which buys better grades. From these cards we can collect data regarding "specials" which taken in connection with the cost accounting (also compiled by tabulating machine) is invaluable to a sales manager where competition is keen.

With weekly or period reports the sales manager can quickly detect a weakness in the sale of any part of the line and take the necessary steps to strengthen it by special drive or other means before it becomes serious. So I could go on showing a multitude of combinations of data which can quickly be arrived at. The card shown is for incoming orders only. A separate card is kept for all shipments in a similar manner.

Paying Salesmen for Actual Results

Much thought is being given to salesmen's compensation. Like many others our line is subject to fluctuations in selling price. With the detail record of each salesman's sales before us, we are now able to develop a compensation plan determined by an unchanging quality of the product such as pieces or weights. This was impossible before such records were kept and will obviate the payment of bonuses or commissions on widely fluctuating selling prices which must work at a disadvantage either to the salesman or the company. Hence increased income will be obtained on sales actually increased. In short a sales manager can lay out his objective and arrange to secure whatever data he thinks necessary to best develop his sales.

With such data he is equipped with basic facts to deal with sales, distribution and territorial development and any otherwise perplexing problems enabling him to direct his operations with confidence, decision and judgment grounded on actual organized facts instead of unorganized guess work.

Wants Sales Managers' Organization Powerful Enough to Aid Legislators

The following letter from C. K. Woodbridge, sales manager for the Dictaphone, New York City, and vice-president of the Sales Managers' Club of New York, relates to an article in the September issue entitled: "Sales Managers' Clubs and Their Work."

"We are not very far away from each other in our conception of what the Sales Managers' Club can do, how it can be started and the value of a National Organization.

"In our New York Sales Managers' Club, we have a very definite objective for that particular organization. Recognizing as we do, that the principles of selling are common to all lines of business,

and it's a question of mastering the details and correctly applying the principles, we come together as a group of non-competitive men, recognizing the integrity of each individual and we present our way of applying the principles of selling. Each man has a chance to analyze our way of doing business according to his methods. From such a discussion we strengthen our own plan of action.

"It is obvious then, that with this objective, its only possible to have a limited group of men, all of whom are contributing in a limited amount of time. There is reason to believe that the New York Sales Managers' Club can be duplicated again and again. The only limit is how far the common interest can be extended.

"There is, we believe, a very broad objective which such clubs as the New York Club should aim and which would

(Continued on page 22)

EDEXCO Devices

for Graphic Business Records

Executives who realize that the method of presenting facts is as important as the facts themselves use GRAPHIC METHODS. When facts are shown in graphic form there is a great saving in the reader's time and lessened danger of misinterpretation. But the business man has found it hard to make ordinary engineering forms fit business conditions; hence the development of

EDEXCO DEVICES for Business Graphics
EDEXCO Devices are scientifically correct because they have been developed by a university graduate in engineering. They are practical for business because they are the result of his nine years' active experience in manufacturing, buying and selling.

Whatever your problem there is an Edexco plan to show vital facts in attention-arresting relief.

EDEXCO MECHANICAL GRAPHS
are new and simple types of control boards that make it easy to picture quotas and results. A few minutes a day make all necessary changes.

Mechanical Bar Chart
to show sales, quotas or standing of men.

The Remindograph
will chart any problem — Selling, manufacturing, administrative.

Composite Bar Chart
for comparing several related items.

EDEXCO GLASS HEAD MAP PINS
Solid glass heads. Steel points. Stay where you put them. Two sizes—16 colors. Color runs all the way through.

Sales Maps
Entire U. S., separate states or by counties.

Map Mount
EDEXCO special cork-board for wall maps.

Plotting Papers
for charts of all kinds.

SEND \$1.00 FOR BIG TRIAL OUTFIT
containing 100 map pins and other map marking devices, sales map, charting papers, curve cards, EDEXCO map mount, 2 catalogs—GRAPHIC Supplies and Mechanical Graphs—Service Sheet No. 4 and special instruction sheet on Starting and Keeping Graphic Records. Please say which one. Catalog alone sent free.

Educational Exhibition Company
434 Custom House St., Providence, R. I.

EDEXCO Devices for Graphic Records
Glass Head Map Pins
Numbered Map Pins
Celluloid Flags
Pins to Write On
Beads to Use with Pins
Books on Graphics
Map Cord
Map Rings
Waterproof Ink
Crayons
Gummed Paper Symbols
Map and Pin Cabinets
Swinging Leaf Fixtures
Coordinate Paper
Curve Cards
Chart Outfits
Millimeter Paper
Year-by-Days Paper
Bargraph Paper
Logarithmic Paper
Semi-Logarithmic Paper
Sales Maps
U. S. Maps
County Maps
Export Maps
Edexco Map Mount
Remindograph
Mechanical Bar-chart
Composite Bar-chart
Special Control Boards
Salesmen's Charts
Stock Keeping Charts
Production or Sales Charts
Rivalry Charts

TRIAL OUTFIT COUPON
EDUCATIONAL EXHIBITION COMPANY
434 Custom House St., Providence, R. I.
Please send trial outfit of EDEXCO Devices for which I enclose \$1.00.
Name _____
Firm Name _____
Address _____
My business is _____

A Catalogue Follow-Up That Pulled 25% Returns

By Cameron McPherson

With catalogue and dealer help production costs doing air springs and sommersaults it is high time that sales managers turn the spot light on the waste of advertising material. This story of how the House of Richardson plugged a leak in its advertising appropriation by putting the unwanted catalogues into the wanted class may start you thinking along those lines. After you have read it see if the same idea cannot in some way be applied to your advertising distribution methods.

A certain sales manager of my acquaintance had a husky, leather lunged daughter just ten months old. Her special hobby was clothes pins. No matter what was wrong, or to what heights the youngster's voice had climbed, give her a clothes pin and the tumult would die as abruptly as it had began. For a few minutes all would be calm—the business of inspecting the clothes-pin being under way. Then bang!—onto the floor it would go. There it would lay—neglected.

Now those who did not know better took this for a cue to pick the clothes-pin up and hand it to her highness. But the moment our little darling saw a move toward that clothes-pin a vocal cyclone arose that shook the chandeliers and turned the cream in the ice box to butter.

People—the buyers you are selling—are but babies grown old. The same streak of human nature that made that baby yell when somebody reached for the neglected clothespin, makes the grown-up suddenly want the thing that somebody else wants. Nobody paid much attention to Luella, until Frank began making eyes her way, and then George suddenly discovered Luella's charms and got busy himself. It is human to attach little or no importance to those things which are to be had for the asking, but the minute somebody wants something of ours we immediately begin to think of all the reasons why we should keep it.

A Clean \$2,500 Saving

This trait can be capitalized by a sales manager in many ways. Take the distribution of dealer material and catalogues, for example. It is important that the percentage of waste of such matter be kept down to the very lowest point. Printing has almost doubled in cost the last few years, and catalogues are no longer the inexpensive affairs they used to be. A well prepared catalogue may easily cost two or three dollars from the time it leaves the copy man until it reaches the buyer. If you send out 5,000 catalogues that cost you a dollar each and only half of them are used you have a direct loss of \$2,500 in printed matter alone, to say nothing of the loss from business you should have but will not get.

It was the realization of this that decided O. W. Richardson & Co., a large wholesale household furnishings concern, not to be satisfied with merely sending a merchant the catalogue he requested, but to follow it up by a series of letters which would accomplish five

distinct purposes: First, impress on him that the catalogue was an expensive piece of literature; second, induce him to look through the catalogue carefully; third, secure the return of the catalogue if he is not going to use it; fourth, find out why he returned it, thereby giving the salesman an opening; fifth, build good will.

After waiting a reasonable period of time to afford the merchant every opportunity to order from the catalogue L. F. Tiffany, president of the company, directed that all merchants who had not as yet ordered be sent a special follow up letter. This letter, with a convenient reply card for the merchant to indicate his wishes, was then sent to the entire list:

Out of about 2,000 merchants who re-

ceived this letter nearly 600 mailed back the card—590 to be exact. Four hundred and two of these stated that they wished to keep the catalogue, and most of them requested prices of merchandise in the space provided for that purpose on the reply card. One hundred and forty-five said to send postage and that they would return the catalogue. Forty-three sent the catalogue back voluntarily. So the net result of the campaign was the return of 200 catalogues, which alone warranted the effort and expense. The bringing to life of 400 sleepy accounts, and several thousand dollars worth of direct sales resulting from the requests for prices, was a still greater consideration.

Your courteous attention to this request is appreciated.

O. W. RICHARDSON & CO.
CHICAGO

Dear Sir:

We want to ask a favor of you. While we realize you may not be willing to grant it, we believe you are willing to help another business man out of a tight place—if it does not especially inconvenience you or cost you anything.

Recently we sent you one of our De Luxe 300 page "ready-to-sell-from" Catalogs. The demand for these Catalogs has completely exhausted our supply and we have 258 unfilled requests on hand. Another book will not be printed until fall and we don't want to disappoint these merchants now.

Maybe we are wrong, but our records show that you have not sent us an order since you received our Catalog. Possibly you have not had the opportunity to use it. If you are not interested, would you mind returning the enclosed card so that we can send you postage for the return of the Book?

Of course, we do not want it if you find you can use it to sell special orders from or choose some stock patterns. Anyway, let us hear from you on the subject.

Your courteous attention to this request will be greatly appreciated.

Yours very truly,

L. F. TIFFANY,
President.

There Is Nothing Smart or Clever About This Letter—But perhaps that is one of reasons why it pulled so well?

The good-will end of the campaign was carefully worked out by J. W. Lane, advertising manager of the company. Immediately a card came in, a carefully filled-in form letter was mailed back. If the merchant said he wanted to keep

RECORD OF RETURNS

| Elapsed Days After | Will Keep | Send Return Postage | Voluntarily returned |
|--------------------|-----------|---------------------|----------------------|
| First | 90 | 26 | 5 |
| Second | 105 | 39 | 8 |
| Third | 58 | 37 | 6 |
| Fourth | 51 | 12 | 3 |
| Fifth | | Sunday | |
| Sixth | 47 | 7 | 6 |
| Seventh | 25 | 8 | 7 |
| Eighth | 12 | 8 | 5 |
| Ninth | 14 | 8 | 3 |
| | 402 | 145 | 43 |

the catalogue, and made no request for special prices, the form letter told him by all means to keep the catalogue. "We want you to have it," the letter said, "because for the last twenty years thousands of merchants have told us that they have made profitable extra sales by having this book to show to their customers special patterns which they do not carry in stock." Here you have real salesmanship—selling by suggestion.

To the hundred odd merchants who were willing to send it back if postage was sent went a letter with a self-addressed wrapper enclosed. To this wrapper the necessary stamps were affixed. The letter thanked the merchant for his generosity in offering to return the catalogue, and naively called attention to the fact that "dealers are doing such an unusually large business this season and we had such an unprecedented demand for these catalogues that there must be some reason why you cannot use this book." The scheme here was to get the dealer to air any grievances he may have against the company so that they could be adjusted if possible.

The letter sent to those who voluntarily returned the catalogue without waiting for postage was equally friendly, and stamps covering the postage were attached. "Out of the entire list," this letter stated, "there were only a few like yourself who were business-like enough to send on the catalogue without waiting for the postage."

While there is nothing particularly new or startling in this plan of following up a catalogue, or for that matter, any kind of an expensive dealer piece, it does suggest that more of this sort of promotion can be profitably done now that the cost of printed matter is so high. The problem of stopping the waste in advertising matter is one to which every sales manager can well devote considerable thought. A dollar saved in the advertising department is equal to the profit of several dollars in sales.

Sales Policy Provokes a Boycott

Considerable interest is being shown in the complaint of the Los Angeles Grocery Company, filed with the Federal Trade Commission, setting forth that brokers will not sell them on the ground that they are not wholesale grocers at all, but merely a bureau through which members of the Southern California Growers' Association get groceries without paying the retail profit.

The company was originally formed by some thirty-five or forty retail grocers in Los Angeles to protect their independent stores against the highly organized retailers and chain store competition.

The entire operating expense for the year 1918 showed the Los Angeles Grocery Company operated at an expense of 5.05 per cent. The items of expense includes taxes, interest, insurance, officers' salaries, employees' salaries and expense of operating trucks.

The company sells to any retail grocer who wishes to buy from them in one of two ways: One is for cash, and the other is that he deposit an amount of money with them, for which they give their trade note at 4 per cent, an amount equal to his weekly purchases, the grocer paying at the end of the week for his goods, this deposit being simply a guarantee of his account; the other is that of a stockholder, and the stockholders must have as much stock as their weekly purchases, so that at no time is credit extended to any one beyond his deposit or amount of stock he holds. If a retail grocer comes in who is not known to them and buys goods, it is either cash or C. O. D. The goods are sold f. o. b. warehouse, except as in a recent case where they were obliged to meet competition on sugar.

One of the points of objection sustained by the "old line" wholesale grocers is that the present Los Angeles Grocery Company's personnel and stockholders are practically identical to the former Southern California Grocers' Exchange, and their present sales plan is a radical departure of that of the "old line" wholesale grocers and countenances practically all the tactics of the "Exchange" form of buying and distribution.

What An American Selling In France Must Know

By Marcel Knecht

French Commissioner to the U. S.

In France business is not a question of good material or of a high or low price as here. In France business is done in other ways. I mean that in France we have been business men after having been politicians, diplomats, professors, intellectuals, lawyers. As you know, until these last forty years, very few clever Frenchmen went into business. Business was not considered good. The best man of the family went into the army, or into the university, or into magistrature, or into any other kind of liberal profession, and if there was a weak child in the family—that was many years ago—they said, "Well, he will go into business, that is good for him."

That time has passed. The best chil-

dren in France now are going into business, and you see what it means. It means that business in France has inherited all the defects but also all the qualities of intellectualism.

Business in France is extremely complicated. To do business in France you have to know the family, the people, the city, the state, the prejudices of the state or the qualities of the state with which you are doing business, and even when you know that, and when you come to present your goods, sometimes you are refused if the goods don't please, but never think that a business man in France does business in the quick way you do it. Those of you who have been over there know the time of our business lunches, the time at which we sign. We only sign after the coffee, and sometimes even longer after the coffee has been drunk, and these things prove to you how psychological must be the work of American business men in France. You must be in touch with all the representatives of public opinion, with our parliament, with the various religious groups.

Reaching the Real French Buyer

For instance, in agriculture we had before us in France two groups before the war. We had the farmers' association, that was the official government's group, and on the other side we had the Catholic farmers' association, which united all the Catholic farmers of France. Well, with one group you had to deal in a quite different way than with the other group.

We have to deal in France with man, with humanity, and a business man in France is especially human with his affections, with his sympathies, and the question of price and of qualities will be only fifty or sixty per cent in the bargain and in the contract, and for that reason many of your business men who arrived there quietly, happily, ready to do anything, did not succeed because they never reached the real man who was to be reached in order to obtain a contract.

You have to change. Your universities, your business schools, your colleges, are not prepared for foreign trade. I don't know why. This is a country where money is spent in the most lavish way, and still you have never spent much money to prepare your foreign trade. I cannot understand why. I am only mentioning it. There is an easy way to suppress criticism.

"I wish to express my appreciation of SALES MANAGEMENT. While a great deal of this material is naturally not applicable to this field, yet there is always one or two ideas in each issue which are worth many times the annual subscription."—J. T. R. Bell, general sales manager, Gurney Ball Bearing Co., Jamestown, N. Y.

The Monthly Summary of Foreign Commerce of the United States for the month of June, and the 12 months ending June, 1919, has been issued by the Bureau of Foreign and Domestic Commerce.

The most complex market in the world-*and the simplest*

150 distinct kinds of tooth-brushes catalogued by a wholesale house!

More than 40 variations of one food item prepared by a single company!

In every type of manufactured article countless variations of size, style and color have built up elaborate and costly lines. Suggestions of salesmen, the demands of jobbers, whims of consumers have added one modification after another.



For these manufacturers, the American market is highly complex and difficult to deal with.

Yet there are manufacturers in the same fields who find the market simple—without any of these whims.

A toilet goods corporation less than 5 years ago, was making a line of 21 different articles. Today the total volume is twenty

times as great, and the line has been reduced from 21 items to 10.



A company making shoes does 95% of its business on a standardized, trade-marked line. Ten years ago this line represented only 5% of the annual output.

Another firm making a special type of food-product, today dominates that entire field.



The American market is the easiest to supply in the world—or-the most difficult, depending on how it is approached. Back of every standardized article lies the story of a real achievement in selling and advertising.

By solving problems of standardization and by successfully presenting standardized articles to the public, the J. Walter Thompson Company is co-operating with many clients in winning rapid expansion of sales together with sharply reduced costs.

J. WALTER THOMPSON COMPANY - NEW YORK

Chicago - Boston - Detroit - Cincinnati

Compulsory Good Health for the Sales Force

By Austin A. Bardwell

It is impossible to over-estimate the work of the medical officers of our army in keeping it in the pink of physical condition all the time. In this article, Mr. Bardwell, who is connected in an editorial capacity with a leading hospital publication, shows how the same principles may be applied to a sales force. It is a matter which every sales manager should give serious thought to at this time. The Chicago concern referred to is the Felt-Tarrant Manufacturing Company, makers of the Comptometer.

Factory managers have long realized that a sick man cannot make an efficient worker, but it is only within the last few years that sales managers are giving serious thought to the health ratings of their salesmen. Quite recently a Chicago office appliance manufacturer had his entire sales force undergo a health survey. Men with defective teeth, tonsils, etc., were urged to have them attended to immediately, and results were so good that it is certain periodic re-examinations of the salesmen will be made for the purpose of detecting other conditions of this kind.

It is a strange fact that what appears to be a glaring defect to others may seem to be a minor affair, hardly worth mentioning, to the individual. For example, many a salesman who is well qualified to present his line in most respects is handicapped with bad breath. There is no telling how many sales are killed because of this condition, which repels the customer and makes it impossible for him to be favorably influenced by that particular salesman. The unpleasant breath may be due to diseased tonsils, decayed teeth or some stomach trouble; the most causal examination discloses this situation, and, as suggested, it is noticeable even to those who come in contact in a business way with the unfortunate individual. Yet he himself may be almost unconscious of it, and certainly be unaware of the fact that he is making a bad impression on his prospects because of this condition.

Salesmen Welcome Health Tests

The manufacturer who has his salesmen examined just as his workmen are examined avoids having himself misrepresented in the manner indicated, and at the same time confers a big benefit on the salesman. If defects that can easily be corrected are found, the salesman is much better off individually, and is a better producer, so that he benefits both physically and financially. On the other hand, if he should be found to be suffering from some serious ailment, the chances are that he will have a good chance to cure it by getting action early in the game, instead of waiting until the disease has accomplished his incapacity.

It is interesting to note that while the development of physical examinations came slowly in the industrial world, because of the suspicion entertained by the workmen that the records were being taken for purely selfish reasons, salesmen, as a rule, have not objected seriously to the idea. They can see the mutual advantage involved, and seldom offer any indication that they resent it.

The manufacturers originally developed the idea of making physical examinations partly to record defects of a compensable nature, such as hernia, so that in the event of claims being made under the workmen's compensation law for injuries suffered in the course of employment, it would be possible to determine whether the injury was actually suffered before the date of employment. To that extent the record was a protection for the employer.

But it soon developed that getting the information meant much more than this. In the first place, there are few perfect physical specimens. Practically all of the men employed have one or more defects, some of them permanent, some of them remediable. In most cases they do not handicap the man from the standpoint of holding down his job. This is true provided, however, the job is suited to the man, with his particular ailment in mind. For instance, it would be poor policy to put a man with impaired lungs where dust is a factor; and a man with epilepsy, who is subject to attacks without warning, would not be allowed to work around moving machinery. A man with a poor heart would not be assigned to carrying heavy loads or otherwise straining himself, and so on.

Defects That Hold Men Back

It did not take long for workmen and employers both to find out that this plan was much better than the old haphazard method of hiring men and then assigning them to whatever jobs happened to be vacant, without much regard to their physical condition, but only with reference to their experience at that particular kind of work. The system of making examinations and then sorting out the men according to their defects and disabilities, their negative as well as positive characteristics, was real scientific management, and benefited the worker and the employer alike.

The fact that in most large institutions there are one or more physicians, employed on full time to make examinations and to look after cases of accident and illness, makes it easy to put such a system into effect. Of course, not all of the employees can be examined at once, but the work can be spread out over a considerable period, enabling the records of physical condition to be completed with reference to everybody in the organization, from the officers of the company to the newest hands in the shops. It is probable that the officers, as a rule, are not undergoing the examinations, but there is no reason why they should not, either for their own sakes or that of the company.

Business men have only recently awakened to the value of health from the economic standpoint. Concerns like Armour & Co. have gymnasiums in which certain employees may spend an hour or more a day in healthful exercise.

All of these facts apply to salesmen and others having to do with getting the goods from the factory to the consumer just as much as they apply to factory workers or office men.

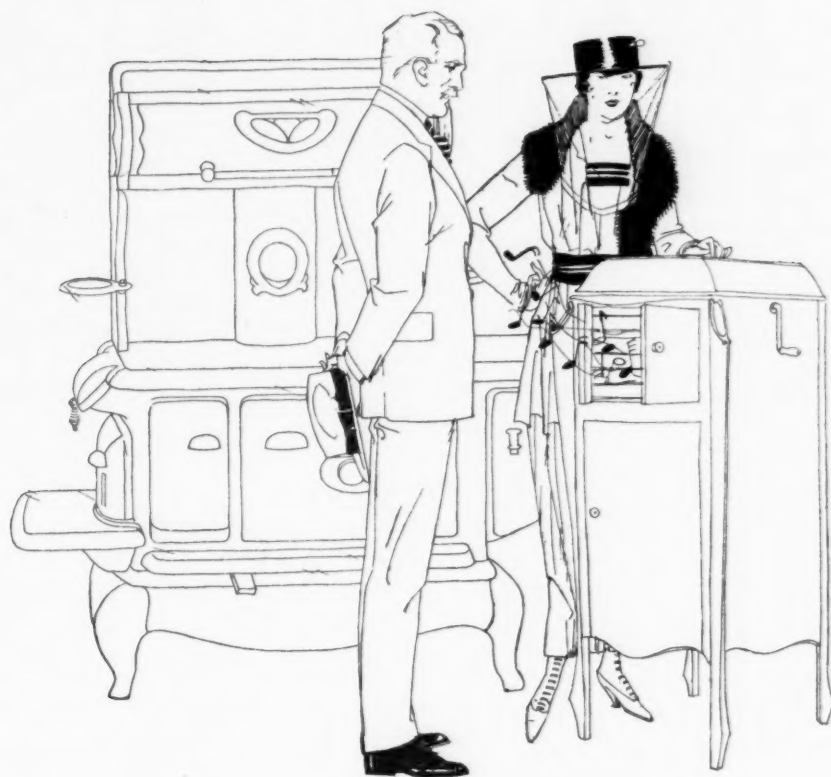
A Healthy Body Means a Keen Brain

Looking at the proposition with the interests of the house only in mind, it may be said that physical examinations are much more desirable for salesmen than any other class of employees. First, they come directly in contact with prospects and customers. They are the actual physical representatives of the house. It is judged largely by them. The man who is in good condition physically is much more likely to be keen mentally. He is in good shape to tackle the tough prospect and win him over. He not only has more snap and pepper, but he is more attractive to the other fellow. Personal magnetism is built largely on good health, and the salesman who is not feeling well can't make the right impression on his prospects.

If there is a definite handicap, such as that shown in the case of the man with bad breath, then he is off to a bad start, and in ninety-nine cases out of a hundred he will fail to get the order. Even if his customer actually needed the goods that he had to offer, it is doubtful if he would purchase them from a person who was definitely repellent to him.

The salesman with defective vision not properly corrected by glasses; the man who is chronically suffering from pimples and other facial eruptions; and the individual with badly discolored, broken or decayed teeth are all physically below par, and the advice of a physician who knows how to handle men tactfully and who is endowed with a kindly disposition is not only worth a great deal, but in most cases will be followed out faithfully.

Stories are often told of the remarkable increase in business-getting ability shown by certain salesmen after improving their mental equipment in certain directions. Special training to develop ability to speak fluently, or to acquire more exact knowledge of fundamental economic conditions, is often declared to be the basis for real and immediate improvement in selling ability. If results of this sort can be accomplished in the manner noted, there is no question



When Goods Talk They Get Attention

CUSTOMERS do not buy goods—they buy the service of goods.

True salesmanship makes goods tell what they can do for the purchaser, thereby securing greater attention and buying interest.

Through our “Dramatized Sales Helps” we can make your product talk.

And the result—more business per sales unit, both salesmen and retailer.

Send for our book, “*The Barometers of Business.*”

Bert L. White Company
Dealer Development and Sales Promotion
1215 to 1227 Fullerton Avenue
Chicago, Illinois

that salesmen who are improved physically will be able to show increased production.

There are certain sales managers who have always had a predilection for big men. They chose them instinctively, without analyzing the reasons why. If pressed for an explanation, they usually said that it was because the big man made a better impression on the customer, and was more certain of an interview. But there is not much doubt that the real reason, obscured in their minds but underlying all the others, was the evidence of health suggested by the unusual degree of physical development possessed by the man above average height and weight.

Good health is unquestionably the greatest personal asset, and it is at the same time the greatest business asset. You aren't likely to go to a hospital to have a good time, because the atmosphere of the sick-room is not calculated to produce good cheer. The buyer doesn't warm up to the salesman who is evidently not up to the grade physically, while he smiles without realizing it in response to the natural, cordial grin of the salesman who is bubbling over with good health, good cheer, confidence and optimism. All of the other qualities are almost always dependent upon and related to the first.

"Selling" Good Health to the Men

The manufacturer who is applying the new science of management, in which health is a main factor, to the operations of his plant and is not making use of it in connection with his office and sales force is not getting the most out of the idea. If he suggests the plan in a tentative way, and asks what his men think of it, he may get some decided demurrers from the old-timers who think such a method would be a reflection on them and their ability.

But if he announces that all new men will be given physical examinations without charge, for the purpose of enabling them to locate minor defects and correct them, the chances are that the older employees will soon begin to realize the advantages of the plan, which is exactly in line with the idea of providing life insurance for all employees. Physical examinations at intervals are real life insurance, however, a statement which could hardly be made with reference to insurance paid following the death of the assured.

It may seem novel now to talk about considering a salesman's physical condition and general health before getting a line on his ability to capture the orders, but it won't seem so remarkable a few years from now. A man need not be an athlete to perform wonders as a salesman, and some men get business in spite of actual sickness and infirmities; but there is no gainsaying the advantage possessed by the man who has, in addition to normal intelligence and ability, perfect health.

He is a real go-getter, and it's worth while to know just how well he stacks upon the physical examination chart.

When Salesmen Have Difficulty Opening New Territories

With the inability of competitors to get production many aggressive concerns are taking advantage of the situation to entrench themselves in territories which have heretofore proved unprofitable to open up. This article, we hope, may prove of some help to those of our readers who are planning drives of this kind.

During the last few months there has been a noticeable increase in the use of full page advertisements in local newspapers listing the names of dealers. Essenkay's tire filler, Dr. Scholl's foot appliances, Ward's Orange Crush, are only a few of a long line of products which have been jammed into various markets throughout the country, before competitors were even aware of what was going on. In spite of the fact that this is one of the oldest stratagems known for breaking into a new territory, it is apparently just as effective today as it was fifteen years ago.

It is doubtful if a distributor can put a more powerful argument into the hands of his salesmen than a series of page advertisements of this type. The average dealer, more so than any other class of business man, is inclined to follow the leader. It is hard for him to resist stocking the goods when he is shown advertisements listing various leading stores that have already stocked. Then, too, there is the perfectly human desire to be listed with the live ones, and the knowledge, founded on experience, that a well-planned campaign of this kind is almost sure to send buyers into his store.

"When a salesman talks to a buyer, with an advance proof of a page advertisement listing the most successful dealers in town spread out on the table," said J. E. Duffield, vice-president and sales manager of the Es-

How Essenkay Do It

senkay Products Company, "he has a distinct psychological advantage over the buyer. Whatever the objection may be that the buyer raises, it is outweighed by the combined judgment of the men whose names he sees on the list as having already bought.

"Another reason we lean so strongly to the use of dominating advertising space, and a list of dealers, is the effect it has on the salesmen themselves. In a campaign of this kind we find that salesmen take great pride in seeing to it that they are well represented on the list. They are not likely to sit idly by and see Bill Jones in the next territory with ten dealers listed while they have but five.

It is sometimes argued by sales managers of articles enjoying very wide distribution in different types of stores that you will completely fill the page with names and thereby encroach on space which might better be used for reason-why copy. But those who use this plan contend that it is an impressive thing for a customer to be brought face to face with a large number of stores selling any particular article, and, of course, the more complete the list the greater the likelihood of a customer glancing down it to see if his particular dealer is among those present. The headline at the top of the page in most cases can be relied upon to carry the sales story. Sales

managers will recall that when Arbuckle Brothers planned their drive for Yuban coffee in New York, some five years ago, two-page spreads were used in ten New York newspapers listing several hundred dealers. As a result of this daring use of space, not only in newspapers but also strategically located painted bulletins, practically complete distribution was secured for this new coffee in an incredibly short time.

In staging a campaign of this kind it is important that the salesmen be thoroughly coached in selling the advertising as well as the product. An old established varnish manufacturer entering the Chicago market, sent down five of his best men, taking them off their territories for the time, to do the job up quick. The top-notch in this crew was an old varnish salesman who for years had sold circles around the rest of the sales force. He came to Chicago determined to turn it upside down, but in spite of the fact that he maintained an average of fifteen calls a day for the first week, he was only able to average two sales to the day's work. The rest of the crew did even less. Seeing that the manufacturer was not getting anywhere, one of the newspapers in which the advertising was running volunteered the services of a special advertising salesman. The two worked the trade together, the newspaper man selling the advertising and the varnish salesman selling the varnish. After a period of coaching the star salesman was able to average six and seven sales out of fifteen interviews, and a campaign that looked uncertain of success went over with a whoop and a shout.

Getting distribution calls for using siege methods. You cannot batter down the fortifications of a city with a shotgun, neither can you enter a competitor's territory with a half hearted effort. You need big guns and plenty of ammunition.

General Leonard Wood tells of a new soldier who was having his first experience of night duty. The password was "Discount." In the darkness a black figure suddenly bounced out before him. Halt! Who goes there?" he challenged. "A friend," was the reply. "Advance, friend," said the new soldier, "advance and give the discount!"

"I have asked our New York office to arrange to secure everything you publish. I congratulate you upon the very interesting and practical magazine you have established. Although selling in England is not the same as in America in its practical application, the underlying principles are the same. The best way I know of to get at the principles is to study the actual practices.—F. R. MUIR, THOMAS DE LARUE & Co., LTD., LONDON.

The Missing Link In Your Sales Organization

Does the chain of units in your sales organization run about like this—

National Magazine Advertising
and Merchandizing it to City Dealers, Cor-
respondence Department, Follow-up Mail
Campaign, Salesmen, Dealers?

Fill that gap!

“Rural Dealer Utilization of Farm Paper Advertising” is the missing link, and it's up to you, as a sales manager, to show your salesmen how to help their dealer-customers in this respect.

Because The Farm Journal is most influential with dealers and enjoys the confidence of most farmers everywhere, your message each month in its pages will be most effective with both dealer and farmer.

To most thoroughly cover the National Farm Market, increase dealer influence and build up your farm business, you should back up your sales force with a campaign in



The Farm Journal

“The Paper to Farm By” Over 1,050,000 A Month

CHICAGO
Peoples Gas Building

PHILADELPHIA
Washington Square

NEW YORK
15 East 40th Street



EDITORIAL

More Calls Per Day And More Out of Each Call

There seems to be a lamentable indifference on the part of sales managers to the necessity of increasing sales call efficiency. A watch manufacturer considered it of no pressing importance because "our sales cost is 2½ per cent less today than it was for the first seven months in 1918." Sales prices, this reader went on to explain, have been raised—not because of increased selling cost, but because of greatly increased manufacturing cost. "Our average size order today is nearly 50 per cent above what we formerly considered normal."

Do not allow yourself to become lulled to sleep because greatly increased selling prices have momentarily stopped the skyward climb of the cost per sale. We have got to get ready for the day that is surely coming when increased costs cannot be *tacked on* to the selling price, but must be absorbed through more efficient sales management. Production is going to follow the question of supply and demand, so far as goods are concerned, and production in the salesman—that is, more calls per day and more out of each call—is going to solve the selling problem.

Sales managers, especially those employing salaried salesmen, who think they can go along paying salesmen the same salary as in years gone by when official figures show that in eleven years from 1908 the annual wages of steel workers in this country have increased from \$728 to \$1950, a gain of 160%; and railroad workers in the same interval have been raised from \$721 to \$1505 a year, a gain of 110%, are hiding their heads in the sand.

Salesmen's compensation methods at this moment are in a state of flux. Commission men are being put on a salary, commissions are being cut, salaried men are given a bonus and the tendency is toward equalizing the unbalanced remuneration brought about by the new price level. But you can make up your mind that after this period of readjustment has passed, you will have to pay your salaried men a good deal more than the 30% increase which has been granted (speaking in general terms) since 1914. Salesmen's salary increases, will not—cannot, in fact—reach the dizzy peaks that those in industrial lines have obtained; but they will go considerably higher than at present.

The time is approaching—it is almost here—when both increased making and distributing costs will have to come out of the present profit. The passing-it-on-ory has pretty nearly reached its point of diminishing returns. The public, like the well known worm, is beginning to turn.

* * *

Keeping the Sales Machinery Lubricated

William H. Britigan, head of an organization of 500 real estate salesmen, told a representative of this journal that in his judgment a sales manager's most important duty was injecting *ideas* into his organization. Last year Britigan and his

men sold \$5,000,000 worth of Chicago real estate—a very large portion of this business being a direct result of ideas which he gave his men at a weekly sales meeting.

"Wherever I go I am always on the lookout for ideas which I can pass on to my men," he said. "I read everything which I think might conceal the germ of an idea, or which might suggest one to me. When I go to the theater, or the movies I always am on the lookout. I am not one of those who believe that you should leave your business at the office. A mechanical or routine worker may be able to do this, but a creative worker cannot so easily separate himself from his work. My biggest job is to keep my organization supplied with ideas, and ideas do not have the habit of visiting you at stated hours of the day."

Here you have the views of a ultra-successful sales manager—perhaps the most successful sales manager of the day. You may not entirely agree with him, but you surely will concur in what he says about keeping a steady flow of sales ideas going out to the men on the firing line. There is nothing that stimulates a salesman like a real selling idea. It is better than a ton of ginger letters and all the curtain lectures ever delivered.

* * *

A Sales Agency That Showed Up the Factory

One of the moss covered objections which business men of the old school advance when urged to institute an aggressive selling campaign is that their business is different. Press the point and they explain that they have been in business many years. The methods on which the success of the business was founded have demonstrated their producing powers, but the methods you advocate are experiments. You show what other concerns have accomplished using similar methods, but you are reminded again that "our" business is "different"—and there you are, exactly where you started.

We have worn our heart out so many times on gentlemen of these convictions that we can't resist the temptation to tell about a certain concern, making a popular priced check protector, which has just undergone the experience of having its Pittsburgh sales agency sell more check protectors than the rest of the business put together. The Pittsburgh agent is a regular 1921 model live-wire. He is hungry for new ideas, and is not particular whether they are ideas that were used for selling coal or hairpins. He soon reduces them to common denominators and puts them to work selling check protectors. A good salesman himself, he knows how to keep his men on their toes every minute, and sends them out in the morning full of the kind of enthusiasm which is irresistible. When the factory wanted to hire him as sales manager he wasn't interested. He was making more money in his territory alone than the sales manager of the whole shebang.

COMMENT



But in spite of this demonstration, it is a dollar to a doughnut that the founder of this concern would argue that such methods "may" work in Pittsburgh but conditions are different in Boston. And this brings us to the point of this paragraph—the trouble with too many of us is that we are so anxious to explain why we can't use a thing, that we never take time to think how we could use it.

* * *

Don't Burn Your Sales Bridges Behind You

The announcement by the Royal Baking Powder Company that it will put out, under its Dr. Price label, a baking powder with a phosphate base must have sent mixed feelings of elation and anger down the spines of the cream of tartar base advocates. For years the baking powder industry has been torn asunder by the battling of these two rival camps. Now the Royal people have decided to play both ends against the middle and put out both a phosphate and a cream of tartar product. Truly this is a contradictory world. The competitive product that we so violently denounce today may be turned over to us to sell tomorrow. A change in connections, an amalgamation, or, as happens in the case of the Royal Baking Powder Company, the dictates of good sales strategy may easily bring about such a condition. So it is a wise sales manager who gives competition its just dues—even admitting in the solicitation its points of merit—depending upon fair comparisons to make the sale. Such a policy is the sportsmanlike course to follow, and the safest.

* * *

Is This the Trouble With Your Letters?

Whether it is the outpouring of enthusiasm held in check by life in the army or not, we don't know, but some one has let loose a deluge of superlatives into the sales letters that congest the mails. The well-known milk that comes from contented cows, and the ketchup that was once a sun-kissed tomato are mild compared with some recent expressions we have read. If it falls to your lot to supervise the letters that go out from your establishment see that the young men who write them waive the superlative competitions and get down to selling goods. In this connection Phil Lennon, of the Royal Tailors, relates that when he was connected with System Magazine in the early days, a certain list was on the verge of being scrapped. Letter after letter had been sent out, and results had been uniformly disappointing. So a council of war was held in Mr. Shaw's office. The different letters were submitted as evidence that the list *must* be at fault. But Mr. Shaw had his own opinion. He took out a pencil and relentlessly marked out every extravagant claim and superlative statement in the letter. Then he told them to try it out. The returns were far above normal. It was just a case of where too much enthusiasm had killed confidence—which, as everybody knows, is the foundation

upon which all sales are built. Enthusiasm is a wonderful quality in personal salesmanship, but it can easily be overdone in letter selling.

* * *

The High Cost of Living Tumult

The government's campaign against the high cost of living, while on the surface most commendable, can easily be carried too far. The country is, not without cause, greatly incensed over the profiteering going on in some quarters. If this feeling of distrust is too strenuously fanned by well-meaning but unthinking officials, it is likely to seriously impair the prosperity of small merchants who form the backbone of business. The threat of a general price slump alone can do this; there does not have to be an actual drop in prices. Those of us who felt the falling market scare last February know what a cancellation panic means—and any credit man can point out the grave consequences that might follow a sudden price drop. By all means, put an end to profiteering, but do it with the least possible disturbance to business.

* * *

Sewing Seed for Your Competitor to Harvest

The next time you find yourself leaning back in your chair, well satisfied that you have finally brought the sales end of your business up to the 100 per cent perfect mark, draw a few thousand dollars out of the bank and buy out a competitor. Then get hold of the competitor's star salesman and take him to lunch. Get him to tell you how he has been getting the business from right under your nose. You will not only be interested, but you will go back to your desk feeling quite different about the "perfection" of your sales policy.

A certain Chicago office appliance maker just had this disturbing experience. He never took the competitor very seriously until he bought his business out, and learned that for the past five years he had been paying the little fellow's advertising bills. The little fellow, it developed, had followed the advertising activities of the big fellow closely. He had ways for learning just what advertising was being done in every territory. In his office he had a chart showing just what percentage of the possible prospects in each territory were being covered by the salesmen of this big competitor. When the big fellow started one of his big "cover-all" advertising campaigns in a certain territory where it was patent the salesman would not be able to follow up all the prospects, that was his cue to jump in and get busy.

It is unnecessary to add that the "cover-all" advertising came to an abrupt end, so far as the big fellow was concerned. Now each salesman sends in 300 names, and is required to report on every one of them before the advertising is extended. It's all well and good to do things in a big way, but don't do them so big that you can't chew what you bite off without "help" from your competitors.

How the Bureau of Commerce Can Help You

Special Washington Report

Letters constantly come to this desk from readers asking for sales information of various kinds, which if the senders but knew it, could be promptly and easily obtained for the asking from the Bureau of Foreign and Domestic Commerce. Believing that it would be helpful to set down just exactly what information can be secured from this source, and how to go about getting it, we have had our Washington correspondent make inquiry at the Bureau headquarters. His report follows:

Don't pay first and investigate afterward, when it comes to "information on selling." This rather odd admonition is prompted by the revelation that a good many sales managers up and down the land have been paying good money for information that they might have had free for the asking. No doubt the explanation lies in the sudden interest in export selling in quarters where no heed was formerly paid to overseas trade. Or it may be mainly due to the need of veteran marketing managers, as well as new recruits, for data on the altered commercial conditions that have come to us as a heritage from the war. Whatever the cause, official Washington has been rubbing its eyes lately, incredulous at first of the stories that have ultimately been authenticated and which show supposedly sophisticated sales managers bestowing fat fees upon "experts" who are in reality experts by self-instituted proxy, Uncle Sam being the principal.

Disclosures made to Federal inquisitors show that it is the sales "ammunition" of the U. S. Bureau of Foreign and Domestic Commerce that has been thus blandly appropriated by "advisers" and "counsel" and "data compilers" and "statistical experts." There is nothing criminal, assuredly, in thus passing along Governmental lore as virgin findings, albeit the practice comes close to the question of the propriety of passing off second-hand goods as new. However, it may be said in extenuation that dependable information from the free fount of the Government is better than inaccurate conclusions at first hand. The moral seems to be, however, that it were the part of wisdom for every sales manager to inform himself as to just what the Commerce Bureau is doing in his behalf—what reportorial and advisory service he is entitled to gratis ere he gives a retainer.

The fact of the matter is that the favorite role of the U. S. Bureau of Foreign and Domestic Commerce is that of Counsellor to American selling interests. Because this unique "office of information" is the successor of a long-established "bureau of statistics" there

has been prevalent in business circles an impression that the function of the Commerce Bureau is to compile the figures that chronicle imports and exports. That is a portion of its work, to be sure, but that job has been completely overshadowed latterly by the market investigations, the vigilance work to detect trade-mark poachers, the trailing of foreign competition by means of the collection of samples, and a dozen and one other activities that come close to the bread and butter of the sales manager.

That so many sales managers are overlooking an important move in the marketing game is due to a total lack of appreciation that the U. S. Bureau of Foreign and Domestic Commerce is pre-eminently a service bureau, and a bureau

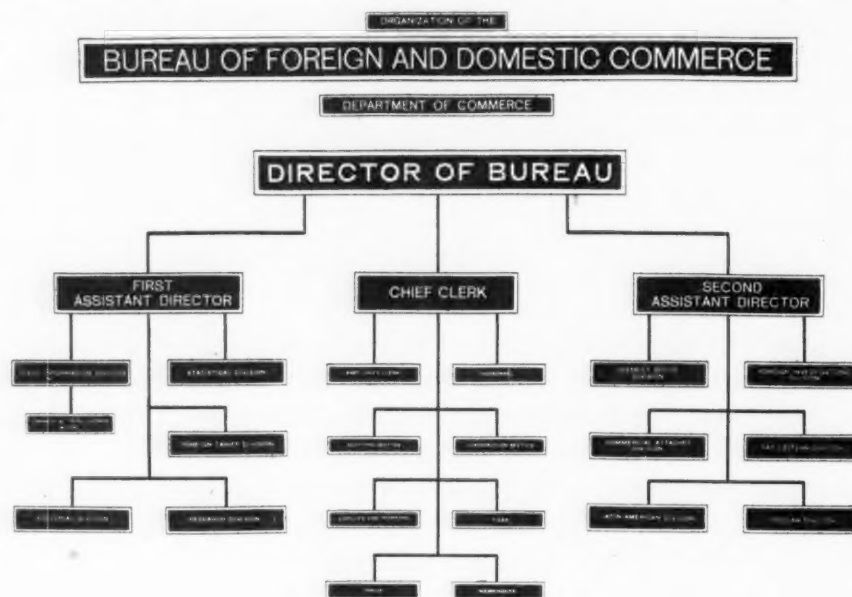
tion as a clearing house for selling information, cooked, shall we say, to individual order. Here the function of the Bureau transcends the merely informative and extends to the sphere of suggestion and advice. The sales manager can ask an original question in full assurance that the answer need not be shared with all the other executives in the same line and he can put his individual sales problems up to Washington in faith that the correspondence will be treated as confidential. It is, I may add, just because the Commerce Bureau has such a wealth of information that it does not put out in printed form, but that is available upon specific quest, that it is possible for private "information bureaus" to take a middleman's profit from the distribution of what pass

for intimate, original reports, but that might have been obtained from Washington at the cost of a few postage stamps.

"Oh, yes, I know all about this theory that all Uncle Sam's knowledge is at your behest, but I did not get so much satisfaction when I asked the Commerce Bureau whether the Alvarez concern in Lima, Peru, was good for a bill of \$5,000?" I fancy I hear in some such terms the plaint of a sales manager who stands for a fairly numerous quota of the clan. The answer is: "Of course, you

didn't." It is important for sales managers to know what the Bureau of Commerce can do for them, but it is equally important for them to realize the things that it cannot do. And one of the latter is to give away secrets as to the financial status of this or that buyer, albeit the Bureau has the information in its confidential files.

For all that the Commerce institution cannot, as a part of its free service, give credit ratings such as would command a comfortable fee if supplied by a mercantile agency or the foreign branch of an American bank, it can and will do something that will answer the same purpose for a sales manager, if he will only let it. The Commerce Bureau through the Commercial Intelligence Section of the Trade Information Division will not tell you, Mr. Sales Man-



for individual service at that. Your average sales manager finds the little official newspaper known as "Commerce Reports" on his desk every morning and he skims its contents on a chance that he will find a flash of inspiration here and there. Generally speaking, though, his attitude is skeptical. Even the "foreign trade opportunities" listed on the final page do not quicken his pulse for has not every other sales manager in his line simultaneous access to that same opportunity.

The sales that have been made and the connections that have been formed as a result of information given publicly in the bulletins and reports of the Commerce Bureau go to prove that these sources are not to be disdained, but even if they were there would yet remain the larger potentialities of the institu-

Confidential Reports on Prospective Employees

When you hire a new employe you question him about his previous experience. You require references. You consult former employers. You may even require a bond—yet, with all these precautions there are frequent failures to uncover important information about his past record or environment. The facts you need most to know are the least likely to come out in a personal interview or through references named by the applicant.

Our system of inquiry through disinterested persons is the quickest, easiest and most satisfactory method of securing complete and dependable information. You cannot know too much about the people you employ. The big investment you make in taking on a new employe well warrants the small fee charged for our investigation and report.

Our confidential reports on prospective employees are now used by thousands of concerns throughout the country, and represent practically every line of business. Indicative of the uniform satisfaction which our employment reports are giving we quote from the following letters selected from our files:

"YOUR REPORTS are the best thing we have yet found. Refer to us at any time."—*A well known adding machine manufacturer.*

"WE HAVE been using your Employment Reports now for the past six months and are very well satisfied. Before using your reports, we did not realize that they could be of such value to us. A good many of our people are employed from out of town and your reports have saved us considerable money in weeding out undesirables whom we would have otherwise gone to the expense of having come to Buffalo for a personal interview."—*A large manufacturer of wall board.*

"I WANT to say that the reports you have furnished us supplied us with information that was of great help in determining as to whether or not we should hire an applicant. In one instance we were just on the point of accepting a man's application and placing him on our sales force but upon receipt of your report we declined to consider his application."—*A maker of nationally advertised brands of molasses.*



To Request Reports: Fill out and mail an inquiry ticket to any city named on map, if person to be reported on lives in (not near) that city. If person to be reported on does not live in a city shown on map, mail inquiry to Branch Office "O" covering the territory in which he lives. Address "Retail Credit Company," no street number or building address is necessary.

A Nation Wide Organization

We make reports to concerns all over the country. To get this information we maintain offices in all larger cities and have a corps of 20,000 inspectors covering all towns and villages throughout the United States. It makes no difference where the person to be reported on may live, or has lived, we have the facilities to find out about him.

Time

Reports are made the day inquiry is received by the inspector who is to make the investigation. This is the general and not invariable rule, as necessity for finding the proper and logical informants sometimes requires more time. Every effort is made to make reports in the least possible time as the need for dispatch is fully recognized. Accuracy and completeness, however, are not sacrificed for speed.

Our Method of Inquiry

Our information is secured by personal inquiry among business and social acquaintances. These inquiries are made in a quiet and diplomatic way, and the person inquired about is not informed that a report is being made.

The name of the subscriber for whom we are making the report is not given out. The transaction is strictly confidential in all respects.

How to Buy Reports

We sell Inquiry Tickets on which to request reports. Each inquiry entitles the subscriber to one complete report from any part of the United States or Canada. Inquiries do not expire by date, and refund will be made for unused inquiries.

To arrange for this service, write the Retail Credit Company in Atlanta, or any Branch Office of the Company.

Let us send you without any obligation whatever

further information regarding our employment reports. You will be surprised how little it costs to back up your own judgment of men you are about to employ with our fact-giving reports. They are saving other employers a great deal of time and money. They will do the same for you.



THE RETAIL CREDIT COMPANY

INCORPORATED
Home Office: Atlanta, Georgia

Branches: Atlanta, Birmingham, Boston, Butte, Chicago, Cincinnati, Dallas, Denver, Des Moines, Detroit, Kansas City, Los Angeles, Memphis, Minneapolis, New Orleans, New York, Oklahoma City, Philadelphia, Pittsburgh, Portland, Ore., Richmond, San Francisco, Toronto, Canada.



ager, how much your prospective customer abroad has in bank, but it will indicate to you whether he is a large or small dealer in his line and, more to the point, will tell you whether or not he is already doing business with your competitors, not mentioning names of competitors, of course. This latter class of information is valuable from several angles, not the least significant being that which permits the assumption that if the foreign buyer has proven a satisfactory customer for the other fellow in your line he will likewise prove a sales asset for you.

The Trade Information Division of the Commerce Bureau which has just been mentioned as the servitor, via its annex, of credit information is, in certain respects even more valuable as a first aid to the sales manager desirous of entering a new market anywhere around the world. Under such circumstances it is to this Division that the pioneering sales manager should go for hand-picked lists of prospects. The Trade Information institution has a trade directory system probably not equalled anywhere and it stands ready to make up, in accordance with the requisitions of the individual sales manager, lists of prospects supposedly eligible for his particular proposition. Ordinarily the service of the Trade Information Division is an "on demand" proposition, but the officials do maintain a carefully indexed mailing list of American sellers to whom there is sent on occasion notification of commercial developments of moment. For example, every now and then Washington hears of a "trade opportunity" so imminent that there is not even time to bulletin it in the usual way and under such circumstances a telegraphic "flash" is sent to the sales managers on the list who might want to go after the business.

Helpful Reports for the Asking

The idea of this Commerce establishment as a bureau of individual service rather than the popular conception of it as a dealer in glittering generalities is the one that the sales manager should nurture whatever his previous conceptions. Why, as a matter of fact, the Bureau has been gradually reorganized this past few years with this objective in view. It is the explanation of how it has come about that the volume of correspondence has shown an increase of thousands of letters each successive year. Why, in proof of how the ideal of specialization permeates the whole structure it may be noted that a "service section" has recently been added to the Statistical Division. The Statistical Division was the nucleus of the whole Bureau organization, but it was long supposed to be sacred to the compilation of general summaries of trade movements derived from custom house returns. Now, with this new concession to individual or corporate curiosity, it is possible for a sales manager to have made up, for his special use, separate statistics covering, say, his immediate line or a country or group of countries

in whose purchases or sales he may be particularly interested.

The latest manifestation at the Commerce Bureau of the spirit of specialization and concentration which augurs well for the sales manager with definite problems on his slate came only a few weeks ago in the creation of a "Russian Division." The Russian Division was decided upon when it became manifest that a goodly proportion of American export sales managers, tightening their belts for the post-war drive, were possessed with the idea that Russia, if the country can find itself, will be the pre-eminent market for Yankee wares. In the recent past the Commerce Bureau had, through the record of its Latin-American Division and Far Eastern Division, convincing demonstration of how much can be accomplished by an institution that studies intensively business conditions and trade opportunities in one given quarter. Consequently when the chorus "What about Russia?" welled strong, the Russian Division was created forthwith. This policy is to be permanent, and it is a mighty good thing for the sales manager who wants to lay hands on everything that Uncle Sam has on a given subject. It is hard to over value the work done by the Latin-American Bureau in bringing to a focus all the information available on this trade field. Without it inquirer might miss details that, sooner or later, mean much to him.

Special Division for Foreign Tariffs

"Please send me full information regarding the removal of import restrictions on American goods?" That, or its equivalent, is the request which American sales managers are tumbling over one another to make at the Bureau of Commerce these days, and yet it stands as the one best example of the kind of demand not to make. The animus of such inquiries is, of course, plain. Sales managers, keen to cultivate trade far and near, are anxious for dependable information regarding the removal of the war-time restrictions which either barred American goods absolutely while the shipping crisis was acute or else exacted unusually heavy penalties in the form of customs duties. Yet it is obvious that not one sales manager in ten thousand is to be taken at his word in such sweeping requisition. He does not really need information covering all classes of commodities admissible to all the countries on the globe, when, as a matter of fact, he has in contemplation the shipment of a case of shoes to Greece. No sales manager can be blamed for seeking all the information that can by any possibility be of use to him but blanket requests such as the one cited merely defeat their own purpose in that there is delay in response until the Foreign Tariff Division of the Bureau of Commerce can communicate with the inquirer and ascertain explicitly what data is wanted.

This Foreign Tariff Division, by the by, is one of the factors in the Commerce organization that can do most for the sales manager. It affords, for

example, the one best source of information regarding the regulation and restrictions which govern American commercial travelers and their samples in the various foreign countries. That this is a big subject will be appreciated when it is stated that in many countries the traveling salesmen from "the States" is subject not merely to a single national license fee, but to a multiplicity of local taxes and fees. Likewise is the Tariff Division the place to go for news of what will happen to your catalogues and other advertising literature when the printed matter appears at this or that foreign doorway, enroute to newly-recruited sales agents.

Trade Mark Help You May Need

Many an American sales manager has made the acquaintance of the Foreign Tariff Division of the Commerce Bureau when he received a telegram from Washington breaking the sad news that an exclusive sales agent in Havana or Buenos Aires, or some other outpost, had applied for the registration in his own name of the trade-mark borne by the American line he was handling. That is one of the regular duties of the Tariff Division—to promptly read all the foreign official gazettes in order to detect piracy of trade-marks and trade names and many a sales manager has been saved ransom money, thanks to a timely warning. Or again, it is the Tariff Division that will tell you how, when and where, traveling salesmen must register in all countries. Maybe you thought such registration was a brand new idea, when you read the other day that the French Chamber of Deputies and Senate had just passed a bill requiring it, but the Tariff Division will tell you (with details) that it is a requirement already in vogue in most European countries.

Wants Sales Managers' Organization Powerful Enough to Aid Legislators

(Continued from page 10)

be the reason for founding a National Organization of Sales Managers. We have a legislative organization through the country, making up the rules of the game and in our opinion those rules of the game should be made up from an intimate knowledge of the game itself and the factors in its play.

"No group of men know more about a product, its distribution and the market, than the men who are handling those products. So then, if a group of Sales Managers' Clubs through the country should come together in a national body and consider the big rules of the game as applied to the national problem of distribution, we believe that their viewpoint would be invaluable to our legislators in promoting such plans as the Webb Pomerine Bill and such directing agencies as the Federal Trade Commission.

"We are heartily in accord with any movement which will bring about this ultimate objective for local Sales Manager's Organizations."

"The wisest decision I ever made"

When he was directed on the right road he "made good" quickly

FORTY years old before he "found himself," Walter R. Crippen, President of the Crippen Co., Inc., 437 Fifth Avenue, New York, rose from piano salesman to a successful manufacturer of player pianos.

From the time he enrolled for the Modern Business Course and Service of the Alexander Hamilton Institute in 1916, until the present day, he continually uses in his business what he has learned and he is always enthusiastic in attributing his success to the Course.

Read what Mr. Crippen says of the Course

"Enrolling for the Modern Business Course and Service was the wisest decision I ever made. The consequences reacted richly in my favor.

"In a comparatively short time the practical instructions I received from the Alexander Hamilton Institute equipped me to solve all kinds of business problems and gave me confidence to go into business for myself. In other words, the Course helped me to find myself—to truly express myself.

"Whatever measure of success I have attained I frankly attribute to the powers I developed under the stimulus and tuition of the Alexander Hamilton Institute more than to any other single influence.

"To be specific, I can truthfully say that after studying the Alexander Hamilton Institute Course I could write a better business letter, I could write a better advertisement, I had a keener conception of scientific salesmanship and I had a more developed faculty for creative effort than before. I learned finance. I can now master production problems. I approach any big business problem *now* with the utmost confidence.

"The Course has been an invaluable help to me."

Trained executives have greatest opportunity

WHAT are *your* chances for greater success in business against the intensively trained man of experience and keen reasoning powers?

What chance have *you* for the bigger position ahead—for real, permanent success, unless *you* too qualify yourself by obtaining actual knowledge—unless you profit by the experience of others—learn the fundamentals that underlie *all* business?

What the Course is, and how YOU will profit by it

THE Modern Business Course and Service of the Alexander Hamilton Institute gives you in easily readable, convenient form the practical working experience, plans and analysis of thousands of successful men.

It teaches you the fundamentals of finance, marketing, production, accounting, advertising, transportation, exporting and the scores of other fundamentals of business that a man *must* know if he is to reach the top and guide the footsteps of others in the paths of greater usefulness in business. You can follow the Course in your spare time.



This man's business has grown from nothing to \$480,000 annually—in three years' time.

You will begin to profit by what you learn from it right from the start. It will gradually prepare you to be a bigger, better and more valuable man in every way. 95,000 far seeing, keen thinking business men have enrolled for the Course.

Such men as Mr. Crippen and thousands of others have materially increased their income, bettered their business, grown to greater success—and attribute their progress to what they have learned from this intensive training.

Get further information

LEARN how your mental and financial growth can be assured. Send today for a free copy of our new 116-page book, "Forging Ahead in Business."

It will help you just as it helped Mr. Crippen. It will show you the way to greater success in business. Use the coupon now.

Alexander Hamilton Institute
227 Astor Place New York City

Send me "Forging Ahead in Business"—FREE.



Name *Print here*

Business Address

Business Position

Why Some Export Customers Don't Come Back

By F. S. Hyatt

Merchandising Manager, Gaston, Williams & Wigmore, Inc., New York

Mr. Hyatt will be remembered for his article in the March issue—"If I were a Sales Manager Instead of a Buyer." He has had a wide experience in export work. For several years he was purchasing agent for Swift & Company. Mr. Hyatt is leaving his present connection October 1st to spend an entire year traveling in the orient studying the opportunities for marketing American goods in those countries.

The average breakage of American glassware shipped to South America ranges from 20% to 25%, caused entirely by faulty packing. The average breakage of European glassware in the same territory is only 2% to 5%. What is the result? Simply that of increased cost to some one. The South American merchant does not file his claim dishonestly or in cunning to increase his

latter is cumulative. The loss is increased by the disappointment of the merchant who has waited months to get his merchandise, and must wait additional months to have the damaged goods replaced. Money cannot replace lost time.

The great losses by the insurance companies in export shipments have caused high rates and serious consideration is now being given to the subject by these companies in a sincere effort to correct the evil.

When the chief decides that he is going into the export business, and takes up this essential detail, he will settle the problem just as he has settled every other problem that has confronted American business in the past, and he will settle it right.

The illustrations are better than any descriptions. Proper instructions accompany most orders given by experienced export houses. But these will not solve the problem because it is one peculiar to each industry.

Packing into the least space to reduce cubic measurement, caring for fragile articles; providing for stresses and strains due to hoisting from docks or lighters alongside ship to the hold; inland transportation in the foreign country, sometimes by pack mules, sometimes by caravans, often times by rail; all these must be considered.

The largest typewriter factories packed and re-packed machines and shipped them upon test trips around the world, just to develop how to properly pack for export. Why did they do it? Simply because they were told by the insurance companies that unless they did solve the problem, insurance rates would be so high that

competition with those who had solved it would end all chance for business in the foreign fields.

Today, the packing of typewriters for export is a model of perfection. Low insurance rates, economical stowing, and above all, safe delivery to the ultimate consumer have resulted. It cost money to learn how, it costs money to do it, but the man who pays is contented and he is the man upon whom depends all business success.

There is plenty of information available for those who have not had experience in packing for export. "Standard Specifications for Export Packing in Boxes," is the title of a Circular, No. 3102, issued by the Ordnance Department, that contains much valuable information. This booklet may be secured from the Government Printing Office in Washington. The Department of Commerce and Labor has also published a book called "Packing for Export." In one place it says:

Another factor to be considered is the climate, both of the country of destination and of the route of transportation thereto. Goods which are destined for countries of temperate climate, but which must pass through the tropics en route, should be protected against heat if they are liable to injury thereby. More important, however, is a careful study of the climate of the country of destination. A few illustrations will suffice to show the need of more attention to this.

Packing Must Be Rain Proof

In Honduras, the rainy season lasts for five or six months, during which time it rains hard and frequently. Freight going from the coast to the interior is covered with canvas, but this is not always in good condition, and articles badly packed are injured by the rain. In Colombia, machinery destined for the interior is frequently exposed to the weather for many days, with heavy rains, followed by intense heat, and the shipment may arrive, after two or three weeks' exposure, with several inches covering of mud.

In sections of India, where the rainfall



This Sort of Packing Drives Customers Away

earnings. He backs up his claim with proper surveys, proper inspections and proper documents and comes back for settlement. He secures reimbursement and the claim is passed along to the insurance company, provided of course, it is one that does not fall properly upon the transportation company.

The exporter, of course, protects himself by insurance against leakage, breakage, pilferage and the other risks incidental to the business. The insurance rates are governed by the losses. The cost of insurance is added, of course, to the expenses which the client must bear and it increases the selling price in the foreign market accordingly. If unduly high it helps to shut the door of the market to the merchandise.

The big chief knows that the cost of all packing is considered in the selling price. The merchant and the distributor knows it. Most consumers know it.

It is far more economical and sensible to pay the cost of proper packing than to pay the cost of poor packing. The



A Well Packed Export Shipment



THE CHOICE OF LEADING FIRMS

Note the variety of industries using Badger Binders:

| | |
|----------------------------------|-------------------|
| Marshall-Wells Co. | Duluth |
| Hardware | |
| Marshall-Field & Co. | Chicago |
| Dry Goods | |
| Westinghouse Electric & Mfg. Co. | East Pittsburgh |
| Electrical Devices | |
| J. I. Case Plow Works | Racine |
| Farm Implements | |
| John V. Farwell Co. | Chicago |
| Dry Goods | |
| Hibbard, Spencer, Bartlett & Co. | Chicago |
| Hardware | |
| Hudson Motor Car Co. | Detroit |
| Automobiles | |
| Churchill Drug Co. | Cedar Rapids |
| Drugs | |
| Dodge Mfg. Co. | Mishawaka, Ind. |
| Pulleys, Belts | |
| Dennison Mfg. Co. | Framingham, Mass. |
| Crepe Paper and Tags | |
| Pacific States Electric Co. | San Francisco |
| Jobbers' Supplies | |

These are a few of hundreds to whom we are supplying—

BADGER LOOSE-LEAF CATALOG BINDERS

BADGER LOOSE-LEAF CATALOG BINDERS dominate their field. They are the choice of the leaders of representative industries.

Badger Binders are built to render constant practical service—to increase the efficiency of your sales force—to add to the attractiveness and utility of good catalogs.

They are the result of 20 years of constant improvement. Like every other loose-leaf device we make, they are mechanically perfect and wear-proof.

They are made of various material in many sizes and capacities.

.....

ASK US for counsel on your particular catalog requirements. Ask us for our sectional catalog of Badger Binders fitted for your business.

THE HEINN CO.



MILWAUKEE

WIS.
U.S.A.

takes place within four or five months, the heavy and continuous rains produce a dampness in the air quite unknown in the United States. The moisture and heat combined set up fungoid growths in goods that would be quite unaffected by climatic conditions of America. Even perishable goods, packed in tin-lined cases are not safe if they have been packed in the United States during wet weather. In Venezuela, food products, such as dried fruit and cereals, if packed in cardboard boxes, are soon spoiled by tropical moisture or by attacks of worms and weevils.

With all due respect to the manufacturers and merchants in the nations with whom we must compete we can safely say that we refuse to recognize any patents upon the art of knowing how. The same experience they needed to assist them, we have needed.

The sales manager, or the export manager, whatever his title may be, will help his house when he makes it his business to be just as much interested in seeing how the goods go out from the factory as he is in seeing the orders come in. And so sales manager, domestic or export, knows his business unless he does know how his merchandise is made for all parts of his territory, and how it should be packed to safely arrive there.

The American manufacturer who goes after the export business is going for just one reason, the money that is in it. There is no exalted idea of conquering a waiting world for the glory of it back of the export business. It is a cold business proposition bartering American products for foreign products and the medium of exchange is gold. And that means doing business for profit. To do business for profit all waste must be eliminated if the competition demands it, and we are very sure that competition does demand it in the export business from now on. Improper packing is a waste, and when the head of the house realizes that it is shutting his products out of the world's markets he is going to eliminate it.

Canadian Sales Managers Association Has Fulfilled its Purpose

I have read with much pleasure your article in SALES MANAGEMENT for September, on "Sales Managers Clubs and their work." I was particularly interested in your kindly reference to The Sales Managers Association of Canada.

Our primary object has been more than fulfilled. A better understanding has been promoted among us. We have been brought closer together, and have materially assisted each other in the solution of these complex and varied problems which are daily growing in force, power and intensity, as the sphere of our work enlarges and widens, and as business activities change and multiply in the onward and rapid march of trade and commerce.

C. H. S. Bamford.



Trade Mark and Good Will Protection

Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.

New York: Our firm contemplates entering a combination of specialty manufacturers for purposes of joint selling abroad. Is there pending in Congress any Act that would give authority for the registration of a collective or composite trade-mark for use by all the houses in our alliance? R. N.

No. There is not before Congress at this time any bill to grant Federal approval to all classes of collective or community trade-marks, so-called. Such a bill was prepared some months ago by officials of the U. S. Bureau of Foreign and Domestic Commerce, but was not introduced in the national legislature. However, in cases such as yours no authority is needed beyond that conferred by our present trade-mark laws. In order to take advantage of the privileges of joint selling conferred by the Webb Act or Export Trade Act it is necessary that co-operating interests organize a corporation avowedly for export trade. Such a corporation may consistently register in its own name the collective or co-operative mark for use in common by all members of the combine. As matters now stand it is only the type of collective trade-mark put forward by a trade association that exploits the goods of members without actually owning or selling such goods (say, the mark of a board of trade or chamber of commerce) that is debarred from registration.

Transfer of German Trade Mark Rights

Cleveland: "One of our competitors has evidently obtained authority at Washington to use a trade-name that before the war was the exclusive property of a German firm. How is such transfer of rights brought about? L. T. N."

When the Alien Property Custodian, through his Bureau of Sales, disposes at public auction or otherwise of the property in the United States of a German corporation it is assumed that the sale carries with it the trade-marks identified with the business, because it is a fact well established in law that a trade-mark cannot be disposed of apart from the business with which it has been identified. Use in the United States of certain registered trade names of German origin has, it may be added, been carried on under license. For example, upon the trade-mark "Pebeco" there have been collected up to the present time royalties aggregating \$157,033.50.

Protection of Surname Used as Trade Mark

New Orleans: "I wish to enter a sales field where other members of my family are already established. Is there any way in which I can use my surname and protect it without danger that I will be accused of infringement of other similar names? W. L."

If your line is such as to lend itself to this form of identification there is probably no trade-mark that in your case would compare with your autograph signature. Indeed, an autograph signature has been de-

scribed as the "bomb-proof" trade-mark and is virtually certain to be accepted for registration at the U. S. Patent Office. However, the recent experience of the producers of Kellogg's Toasted Corn Flakes serves to caution the business man that he cannot hope to secure trade-mark protection for mere script writing even if the script is claimed to resemble the signature of the president of the corporation.

Establishing an Opposition Trade Mark

New Albany, Ind.: "We have been advised to establish an 'opposition' at the U. S. Patent Office against a competitor who is seeking to register a mark that we believe might be mistaken by customers for ours. What is meant by an 'opposition' as the term is here used? C. & Bro."

Before registration is granted at Washington to any trade-mark, the candidate for entry into Uncle Sam's official register is published in the Official Gazette of the U. S. Patent Office. That is a way of giving warning to objectors to make protest or forever after hold their peace. If any person believes that he would be damaged by a registration of which due warning is thus given in the Official Gazette he should file a "Notice of Opposition." A fee must be paid at the Patent Office when steps are thus taken to contest a trade-mark application, and if a lawyer is employed he must be compensated in accordance with the amount of time he devotes to preparing and "arguing" the opposition.

Trade Marking Insurance Policies

Hartford, Conn.: "I have it in mind to suggest to our company that it trade-mark the insurance policies we issue, but a lawyer friend holds that an insurance policy is not subject to identification via trade-mark. How about it? C. H. H."

Your adviser is correct. The powers that be at the U. S. Patent Office have ruled that an insurance policy is not an "article of commerce" within the meaning of the law and therefore cannot afford support for a registered mark. This same limitation which has barred insurance companies from trade-mark registration has likewise operated to deny registration of marks to banks and trust companies.

The Term "Confusion in Trade"

Los Angeles, Cal.: "We would like to appeal to the U. S. Commissioner of Patents to cancel the trade-mark certificate of a competitor who, entering our field after our house was established, has adopted a mark so similar to ours that we fear that customers will be misled. Must we, in support of our plea for relief, submit evidence in the form of actual sales records? W. C."

No. Uncle Sam will not require concrete evidence of commercial mix-ups to indicate that trade-marks are too much alike for parallel use. Time and again it has been held in connection with clashes of trade-mark interest that if it can be shown

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LESSON 13—How Charts Will Correct the Wrong Viewpoint on Purchases—The Value of a Frequency Chart—The Normal or Average Line Chart—Chart Showing a Negative or a Positive Condition; a Minus or a Plus Condition, etc.—Problems.

LESSON 14—Charting Reports, Magazine Articles—Technical Subjects—Talks—Chart of Five Articles—Containing Approximately Twenty Thousand Words—Plans of Five Nations—The Inclination Chart—The Difference Between the Inclination Chart and a Cumulative Curve Line Chart—Problems.

LESSON 15—Two Prime Factors When Pricing Goods—What Mark-up is—What Turn-over Means—How Good Will Can Be Charted—Logarithmic Chart—How Some Firms are Paying Wages on the Basis of Bradstreet's and Dun's Index Numbers Which Indicate the Cost of Living—Problems.

CHART LECTURE No. I—By Wilson Compton, Ph.D., L.L.B.

CHART LECTURE No. II—By J. George Frederick, President Business Bureau, Inc., N. Y.

HOW TO CHART

The "All-Purpose" Business Training Course

This is addressed to both employers and employees

Double your earning power and speed up your mind

| | | |
|--------------------|------------------|---------------------|
| Analyze by charts | Work by charts | Read by charts |
| Buy by charts | Teach by charts | Invent by charts |
| Convince by charts | Sell by charts | Organize by charts |
| Decide by charts | Save by charts | Plan by charts |
| Think by charts | Manage by charts | Talk by charts |
| Study by charts | Prove by charts | Advertise by charts |

WITH Charts you can separate any mysterious and difficult problem into **ABC units**, after which you can put them together and take apart—explain—create—prove—test every conclusion—see and prove the value of new conclusions.

Our fundamental principles of **Charting**, as laid out in our **Master Course**, once learned can be instantly applied to any business, problem or plan—no matter how unknown to you that particular business, problem or plan may be.

It is the "All-Purpose" Business Training Course.

It makes you a master in thinking clearly—talking convincingly—in doing anything thoroughly.

With this master course in **Charting** you can instantly *chart your business—your work—your plans—your studies—your family expenses.*

Advertising man produces first course in charting

It is not surprising that the first course in **Charting** should be produced by an advertising agency man.

For an advertising man of long experience necessarily has just the very intimate contact with many diversified lines of business which would lead him to see the universal need of **Business Charting**.

For over 18 years the author of this Master Course has been a leader in Business research, Analysis, Charting, and Procedure, planning for over 1000 businesses. He is known to every publisher in the U.S. He is the pioneer of this Science—beginning eighteen years ago, he has charted for more business concerns than probably any other man. He knows his subject by practical experience; he is the recognized master of the Science. *Read partial table of contents at left.*

Know how to chart your business

In this Master Course on "How to Chart," in fifteen lessons, he has reduced the Science of **Charting** to the simplest possible terms.

Through it any one can master the Science in a surprisingly short time. In fact, no one can possibly fail to learn it who will give a little time and thought to these lessons.

The author has brought into the brief compass of fifteen easily-learned lessons, the rules and methods that it took him many years to discover.

Short-cut to charting knowledge

In other words—while he had to learn **Charting** by the slow, tedious, painstaking process of discovery, you are now offered the result of his eighteen years' experience that you can easily learn at the cost of a very few dollars and at the rate of a few minutes a day. *Read what banks and others say—at right.*

You are offered the short-cut to an unending, successful knowledge of **Charting**, and how to apply it to your business and your work.

Whether you are an employer, the head or one of the principal executives of a business, you need **Charting** to simplify the details of your work.

Every business needs a chartist in every dept.

No business, large or small, can make a better investment than to secure this Master Course in **Charting**, for at least one ambitious member of each department.

Many thousands of dollars have been spent in testing the principles of **Charting** taught in this Course.

This means that the costly stage of experiment and discovery is past—that the student of **Charting** can save time and money by studying this Course in **Charting**.

The student can start benefiting from the principles of **Charting** right from the very day he begins his studies.

ONE LESSON FREE

If you are an employer or an ambitious employee—if you have your eye on bigger business or a bigger job or, better, on making your own work more effective and valuable—learn **Charting** and apply it to your work. Let us show you—let us send you the first of these fifteen lessons, as a sample—**Free**. Read it carefully—it will give you an idea of the simplicity, clearness and thoroughness of the entire Course. Send us at the same time the letterhead of the firm you are associated with. You will benefit instantly.

Fill in and mail—**TODAY**—the coupon in the corner of this page.

Standard Trust & Savings Bank says:

I was very forcibly impressed with your Correspondence Course of Instructions, "How To Chart." Vital business principles are illustrated in this Course of Instructions, which I have never seen expressed in such a forcible and yet very interesting manner. You simply cannot help to understand many of the intricacies of business which have been more or less obscure in the ordinary run of business literature.

The Haynes Automobile Company says:

Of all the short cuts to business decisions, I firmly believe that business charting is the most efficient.

There is no more efficient way to arrange and submit plans and ideas—to get results—than by the use of modern business charts.

50 per cent Salary Increase in one month: Doubled His Savings.

Business Charting Institute, Monroe Building, Chicago, Illinois.

I must tell you of the wonderful results I have derived from your Master Course in Charting.

In one month since studying under you I have been able to increase my salary fifty per cent.

I have a better position—bigger chances and a broader view of business.

Not only have I used charting in business, but in my personal affairs also—charting my income—expenses and savings. You cannot realize the great help this has been to me. My savings have doubled and it has been possible for me to buy things that I could not buy before.

Very truly yours, G. M. J.

The Cashier of the Chicago Savings Bank and Trust Co. says: Chicago, Ill., June 23, 1919.

Dear Sir:

Our Vice-President, Mr. F. O. Birney, turned over to me for examination and analysis some time ago, your first four lessons in Business Charting Course. I have read through your descriptive pamphlet and have also been through the four lesson books.

I consider your development skillful and the field entered upon an extremely interesting one.

Respectfully yours, FREDERIC S. POPE, Cashier.

Says Course Is Worth a Hundred Dollars to Him.

Chicago, Ill., May 7, 1919. Business Charting Institute, 104 S. Michigan Ave., Chicago, Illinois.

Gentlemen: Now that I have completed your Course in Business Charting, it makes me chuckle to myself to think of trying to chart complex problems of a \$5,000,000 business without the assistance of the vast fund of information in your Business Charting Course. Your course contains this information in such logical order that one assimilates it easily.

This course is worth \$100.00 to me. Your first lesson alone is worth the present price of the complete course, because of the splendid foundation it gives—axioms of charting—so to speak.

Very truly yours, H. V. L.



— CUT OUT COUPON —
BUSINESS CHARTING INSTITUTE,
700 Kestner Bldg., 5 No. Wabash Ave., Chicago.
Send me—**FREE**—my first lesson of the Master Course of Charting without any obligation on my part to buy the entire Course. Enclosed is a letterhead of the firm I am associated with.
Name and Address (write on margin)

How Big is the Card You Present?


How many times have you heard the reception clerk say, "He's busy now"? Did you ever stop to think that the card you use was probably the cause of this? Clean-cut, neatly engraved Wiggins cards speak nightly of your coming. The business man of today judges your importance by the card you present.

WIGGINS Peerless Patent Book Form Card

The skill exercised in engraving a Wiggins plate assures you of proper representation. Many of America's largest firms use Wiggins cards exclusively. Experience has taught them the value of carefully engraved cards.

Ask for a tab of specimens today. Run your hand over their clean-cut edges—note the general "bigness" of a Wiggins card.

THE JNO. B. WIGGINS COMPANY
Established 1857
Engravers Plate Makers Die Embossers
1100 S. Wabash Avenue 122 S. Michigan Avenue
CHICAGO



SALES MANAGERS

DRIVE YOUR POINT HOME WITH CARTOONS. EMPHASIZE YOUR MESSAGE! LIVEN UP YOUR HOUSE-ORGANS, SALES LETTERS, BANQUET MENUS, ADVANCE CARDS ETC. SPEAKING LIKENESSES DRAWN FROM LIFE OR PHOTO.

HARRISON 2482 LEW MERRE 6085 CHICAGO DEARBORN

CARTOONIST



Don't Grope for Words


We are all trying to SELL something —it may be brains, or automobiles, or soap—but words are the universal medium of exchange. LEARN TO USE THEM CORRECTLY—PROFITABLY. Get a command of English! Spend a few minutes daily with Greenville Kleiser's Mail Course in Practical English and Mental Efficiency. It will quickly teach you how to

Use Good English—and Win

Enlarge Your Stock of Words—Use the Right Word in the Right Place—Win Promotion—Write Compelling Business Correspondence, Stories, Advertisements, Speeches—Become an Engaging Conversationalist, etc.

Write for interesting booklet "How To Become a Master of English," mailed free. No agents will call on you.

FUNK & WAGNALLS COMPANY, Dept. 324, New York, N. Y.



that "confusion in trade" is liable to occur a contention is proven just as fully as though proof were forthcoming that the confusion had actually developed.

Giving Trade Mark Full Legal Status

J. H. B. Co., Detroit, Mich.: "Please advise as to the benefits which might be expected from our company's adopting some distinguishing mark for use on stationery and in general advertising."

A trade-mark has been aptly nicknamed a "commercial signature," and just in proportion as a trade-mark can be made expressive of the individuality of a firm is it an idea medium for capitalizing the reputation and prestige of a business institution. However, in your particular case we must sound warning at once that if Federal registration is desired it will not suffice to provide a mark merely for use "on stationery and in general advertising." The law requires that a name or symbol in order to attain trade-mark status must be used on articles of commerce, and advertisements, etc., even advertising booklets, are not accepted as in this category. Once your trade-mark is registered you can, of course, reproduce it on your stationery and in advertising copy, but in order to attain registration you must show use on a commodity that you produce or in which you trade. In the case of an engineering and contracting firm this is obviously more difficult than in the case of a manufacturer, but exercise of ingenuity will usually reveal some article of commerce that will serve to show bona fide trade-mark use.

Registering "Unregisterable" Trade Mark Aboard

New York: "Will you kindly advise us whether a trade name unregisterable in the United States can be registered in any foreign countries? A—H. W. Co."

There are a few foreign countries that do not insist upon registration at Washington as a prerequisite of the issuance of a trade-mark certificate to a citizen of the United States. However, it is usually advised that a firm adopt a trade name that will pass muster at the U. S. Patent Office simply because so many of the leading foreign governments will not give their sanction to any mark that is not vouched for by a certificate from the U. S. Government. Indeed, one of the principal reasons for the registration of a trade-mark at Washington is that it gives the sales interest a sort of "letter of introduction" that smooths the pathway overseas. In some of the most promising export markets lack of a U. S. trade-mark certificate may prove an unexpectedly serious handicap. For example, no U. S. trade-mark can be registered in Japan unless the mark has as a prelude been duly credentialed at Washington. Yet if a sales interest that is exporting to the Far East does not take the precaution to register at Tokyo it will be found that not only is the mark unprotected in Japan, but it is likewise at the mercy of infringers in China, Korea, etc., where the notorious Japanese imitators are free to copy and counterfeit so long as the mark pounced upon has not been enrolled in the white book at the Japanese capital.

"Territorial Rights" in Use of National Trade Marks

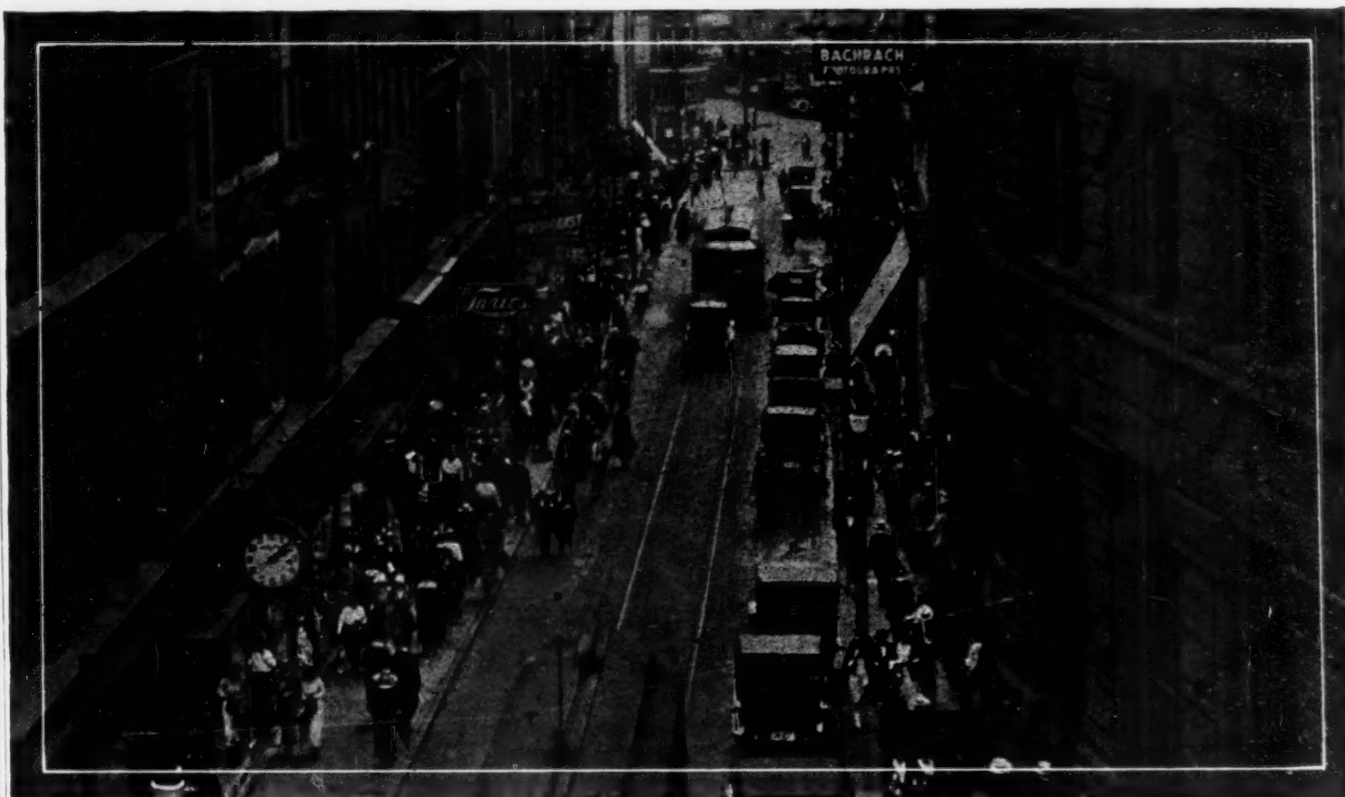
Wichita: "Is there any likelihood that the use in local sales territory of the trade-mark 'Gold Medal' on crackers, cakes and candy could be held to conflict with the use of the same name on nationally-advertised flour? S. W. Co."

What constitutes "goods of the same descriptive properties" is a complex and delicate question that in one form or another is put up to the trade-mark arbiters at Washington hundreds of times a year. Our guess would be that "Gold Medal" on candy would not be deemed to conflict with "Gold Medal" on flour, but with respect to bakery products the distinction might not be held to be so clean cut. Generally speaking, it may be said that only a specific decision by the U. S. Examiner of Trade-Marks, or, maybe, an appeal to the U. S. Commissioner of Patents, will determine whether goods remotely of kin are really in the same classification. There are no hard and fast rules. Each individual case has to be decided on its merits and the authorities at Washington take in account in each instance the circumstances involved. In a case, however, such as this "Gold Medal" branding, it would not weigh that one firm is using the mark in only five states instead of throughout the country at large. What are known as "territorial rights" in trade-mark practice may allow of simultaneous use by two traders operating in different sections of the country,—each being ignorant, perhaps, of the other's employment of the mark,—but this sort of territorial privilege would not render a local user immune from the objections of a national advertiser who had adopted the same mark, unless perhaps the local user could prove that he adopted the mark at an earlier date than his national rival.

Our correspondent is to be commended for good judgment in not relying solely upon a trade name but planning to supplement or reinforce it by a trade character in the guise of "the Baker Boy." The National Lead Company's Dutch Boy, the Gold Dust Twins, the Victor dog, the Little Fairy of soap fame, the personification of Old Dutch Cleanser and numerous other examples have attested the selling power of a moving trade-mark, as such a figure is sometimes termed. Since it is entirely permissible to use two or more trade-marks on a given article it might well come about that, in the case here discussed, "Gold Medal," with its possible complications, would be gradually subordinated to, or completely supplanted by the baker boy mascot, whose personality could not be in dispute as the much-used trade name might be.

"SALES MANAGEMENT, in reciting experiences of various sales organizations, furnishes its readers with ideas which are not necessarily hitching posts, but are effective guide posts in progressive and intelligent sales planning. I congratulate you upon its progress and wish you success."—Kingman Brewster, vice-president, Greenfield Tap & Die Corporation, Greenfield, Mass.

About Baltimore and The Baltimore NEWS



No, this isn't Nassau St., New York, but Lexington Street, Baltimore. The store of women's shops looking west from Charles.

HOWEVER much conditions may vary in other cities of the country, in Baltimore the dominating medium is an afternoon paper, The Baltimore NEWS. That this domination is sharply defined, decisive and beyond the mere juggling of figures to dispute is proven by the fact that The NEWS is gaining more total paid advertising each month than any other Baltimore newspaper. Likewise, The NEWS carries more display advertising than any other Baltimore paper.

In circulation, The NEWS has made larger gains the last year, 2 years and 3 years (comparing Government figures for the six months ending March 31) than all the other papers in Baltimore put together, Daily and Sunday combined. Out of 116,000 homes in Baltimore, 90,000 are occupied by white people who speak English. Out of a total circula-

tion of over 100,000 net paid, The NEWS is selling 87,500 copies in Baltimore City every day, thus covering the city to a greater and more thorough degree than any other Baltimore paper or combination of papers, allowing for the extent to which combinations foster duplication and waste circulation.

In support of these claims we offer detailed statements showing the lineage and circulation of ALL the papers in Baltimore for the periods covered. A copy will be sent you on request to

THE BALTIMORE NEWS

"Goes Home and STAYS Home"

DAN A. CARROLL
Eastern Representative
Tribune Bldg.
New York

Frank D. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First National Bank Bldg.
Chicago, Ill.



Send for This New Dartnell Catalogue

NO OBLIGATION

It will give you information concerning the many new reports on sales methods and practice which we have recently issued; standard manuals which will help you in your work of developing salesmen; standard forms for sales department use; salesman's application blanks; our survey of sales management practice, collection of sales manager's letters, etc., etc. The catalogue will be sent FREE to any sales executive.

Get on Our Mailing List

We are continually issuing announcements of new data compiled by us of interest to sales managers, and other activities connected with the sales research work we are doing. Are you receiving these announcements regularly? If not, we will be glad to put you on the mailing list. No charge or obligation. Write for the catalogue and automatically get on our "Active" list.

The Dartnell Corporation

Publishers to Sales Managers
223 West Jackson Boulevard, CHICAGO



Personal Items

This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



The appointment of C. W. Phellis as general sales manager is announced by the E. I. du Pont de Nemours Company of Wilmington, Del. Mr. Phellis was formerly director of explosive sales. He is succeeded in that capacity by L. P. Mahoney, formerly manager of the Columbus office.

H. B. Hall has returned to the Bethlehem Motors Corporation of Allentown, Pa. He will be vice-president in charge of export sales. Mr. Hall was previously assistant general sales manager of the company leaving to become president of the Chicago Bethlehem Sales Company.

Clarence A. Campbell, recently elected to the directorate of the Devco & Reynolds Company, Inc., of New York, paint manufacturers, has been appointed director of sales with headquarters in Chicago.

L. M. Decker has been appointed director of sales of the Cushman Motor Works, Lincoln, Neb., manufacturers of gas engines and electric lighting and power plants. Mr. Decker joined the company five years ago and has successively held the positions of office correspondent, salesman and assistant sales manager.

Colonel George W. Mixter, for a number of years a director of Deere & Company, Moline, Ill., manufacturers of agricultural implements, has resigned to become vice-president and general manager of the Pierce Arrow Motor Car Company, Buffalo, N. Y. He will retain his financial interest and will remain a director and vice-president of the implement company. During the war, Colonel Mixter was attached to the aviation division of the United States army and directed air craft production.

F. P. Lutz, has been promoted to Manager of the Central sales division of the National Cash Register Company's organization. He was formerly field assistant to Assistant Sales Manager J. W. Dozier.

Direction of the sales organization of the Timken-Detroit Axle Company, of Detroit has been assumed by P. W. Hood, assistant secretary. He will be assisted by Frank N. Sim, who will continue his duties as advertising manager.

N. S. Braden, sales manager of the Canadian Westinghouse Company, Ltd., Hamilton, Ontario, has been elected vice-president of the company. H. M. Bostwick, assistant sales manager has been appointed sales manager.

L. Richardson, Jr. has been appointed sales manager of the Vick Chemical Company, Greensboro, N. C. He succeeds R. Winston Harvey, resigned.

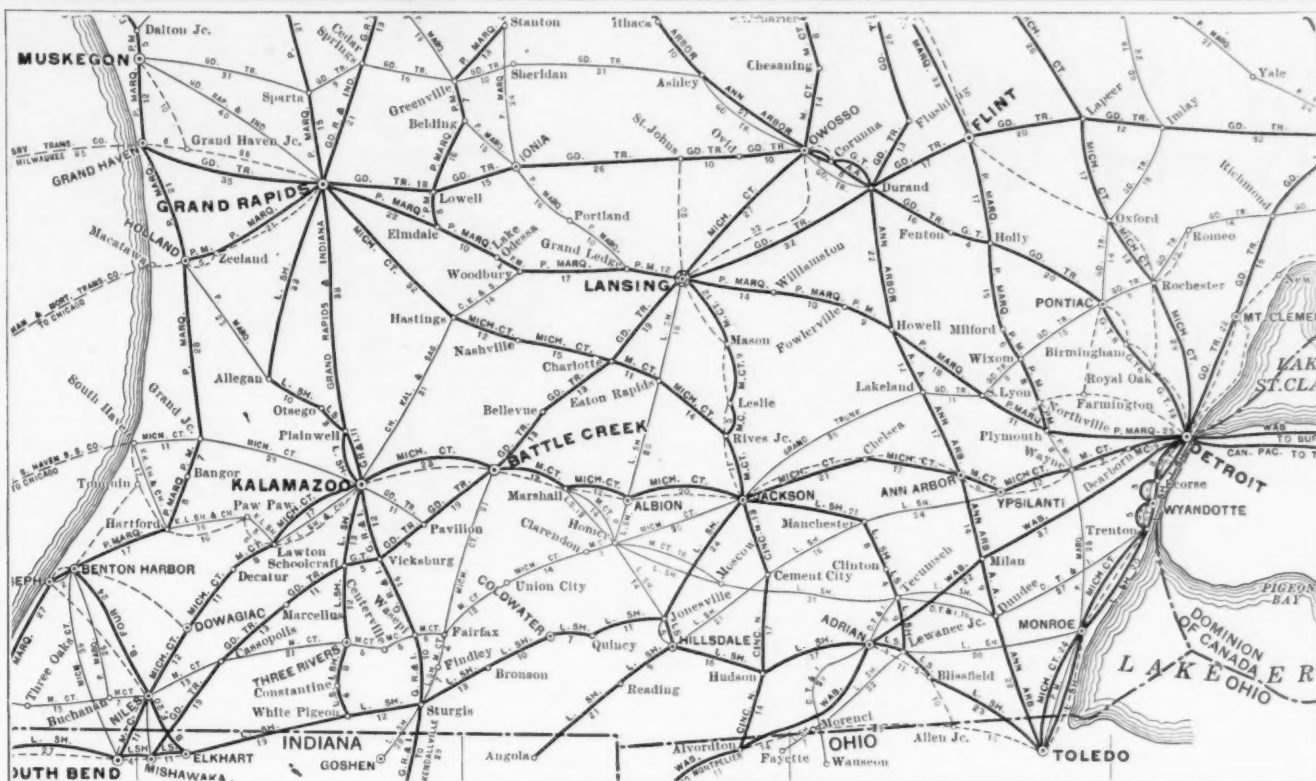
E. J. Hurst sales manager of the J. J. Newman Lumber Company, Brookhaven, Mississippi, was elected president of the Southern Pine Salesmen's Service Bureau at a recent meeting in St. Louis. Other officers elected were: vice-president, H. T. Kendall, sales manager Kirby-Bonner Lumber Company, Houston, Texas; secretary, C. E. Klumb, sales manager, Finkbine Lumber Company, Jackson, Miss.

H. H. Hills, formerly general sales manager and assistant general manager of the Packard Motor Car Company of Detroit, has been elected vice-president in charge of distribution. He will be assisted by Geo. R. Bury, who has been appointed general distribution manager.

A. D. Hall has been appointed sales manager of the Naboth Vineyards, Inc., of Broc-



Shorn of his pipe you may not recognize W. C. Dunlap, chief high mucky-muck of the Multigraph company's peppery organization. In his spare moments he looks after the company's financial affairs. His hobby is signing checks.



Showing Partial Reduced Section of Michigan Map.

Where Do You Sell Your Goods?

B LUM'S COMMERCIAL ATLAS is indispensable to any Sales-manager, because it gives vital selling information; it enables you to plan your sales campaign to the best advantage and to control the routing of your sales force in every detail.

It shows at a glance:

Frequent Railroad Service in heavy lines.
Infrequent Service in light lines.
Interurban Trolleys by dotted lines.

Exact Distances from Town to Town.

Location of all Business Towns from 1,000 up, the type style indicating whether high spot, small city or village.

The map (18 x 22) is in black and white only—no eye-confusing colors.

The Gazetteer classifies the towns from the Salesmanager's standpoint, whether industrial, agricultural, university, suburban, or mining; gives latest population, leading industries, best commercial hotels and rates.

Price, complete, \$20.00.

Further particulars on request.

BLUM MAP COMPANY

7 West 29th Street

New York City

Give each of your travelers an individual pocket edition of our State Maps, price 25c each.

Men Worth Talking To

From September 1st to September 15th (12 working days), 228 new yearly paid in advance subscriptions to Sales Management were received at the Chicago office. They have been classified as follows:

| | | |
|--------------------------|----|-----|
| Owners and partners... | 11 | 5% |
| Presidents | 17 | 7% |
| Vice-presidents | 18 | 8% |
| Secretaries | 17 | 7% |
| Treasurers | 10 | 4% |
| General Managers..... | 12 | 5% |
| Sales Managers..... | 60 | 27% |
| Advertising Managers. | 4 | 2% |
| Branch Managers..... | 17 | 7% |
| Misc. Sales Executives.. | 21 | 10% |
| Company address..... | 8 | 3% |
| No title given..... | 33 | 15% |

It is interesting to note that the new subscriptions are coming faster today than a year ago when the field was unworked and a big subscription campaign in progress.

If you have anything to sell to the men who run the sales end of the business, advertise in Sales Management. The rate is less than any other business publication, page size and reader interest considered.

**Total Circulation
for October issue
5,300 Copies
Over 4,800 Paid**

ton, N. Y. Mr. Hall was formerly district sales manager for the Red-Wing Company of Fredonia, N. Y., manufacturers of Red-Wing grape juice.

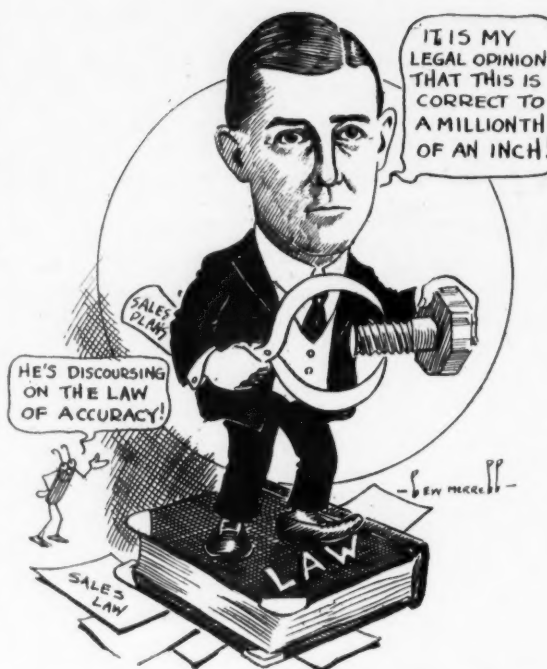
Sam J. Turnes has been made sales manager of the tire department of the Brunswick-Balke-Collender Company of Chicago, manufacturers of Brunswick automobile tires, phonographs and specialties. He will continue in charge of pany of advertising.

Samuel C. Dobbs, vice-president and director of sales of the Coca-Cola Company of Atlanta, Ga., under whose direction Coca-Cola became one of the nation's leading beverages, is preparing to wrest from competition a larger share of the soft drink business following in the wake of national prohibition. With this end in view, a new company has been formed through the purchase of the original Coca-Cola Company of Atlanta by the Coca-Cola Company, a Delaware corporation. The consideration involved in the purchase is said to have been \$30,000,000.

The original company was founded by Asa G. Chandler, Sr., of Atlanta, who bought the Coca-Cola formula for \$2,500. The company's first advertising began in 1886, with an appropriation of \$73.96. One year after the company's incorporation, in 1892, the sales were 48,000 gallons annually. The sales for the first eleven months of 1919 were 11,099,569 gallons. At the outbreak of the war, the company's advertising appropriation was considerably over \$1,000,000.

Lawrence P. Sharples, treasurer of the Sharples Separator Company, has been elected president of the Sharples Milker Company of West Chester, Pa. The new company was recently organized to facilitate the production and marketing of the Sharples Milking Machine which was formerly handled along with other lines by the Sharples Separator organization ***

W. Earl Clayton has been elected vice-president and appointed marketing manager of the Lyons Ignition Company of Paterson, N. J., organized to manufacture the French Bougies Joly spark plug in America. Mr. Clayton was formerly general manager of the



And, now, gentlemen, we will introduce Mr. Kingman Brewster, vice-president and general sales manager of the Greenfield Tap and Die Corporation. Why the law book and legal stuff? Well, you see, Mr. Brewster used to be a lawyer.

Dunbar, sales mgr., grinding machines.

George A. Nitschke has been appointed eastern sales manager of the Automatic Pencil Sharpener Company of Chicago. Mr. Nitschke's headquarters will be in New York where he will supervise sales in eastern territories.

Earl A. Stone, for nine years with the Wheeler-Schebler Carburetor Company of Indianapolis, makers of the Schebler carburetor, has been appointed sales manager. He succeeds George T. Briggs, who resigned to join the Sinclair Refining Company of Chicago.

H. Earl Sweitzer has been appointed sales manager of the Allsteelquip Company of Aurora, Ill., manufacturers of steel office furniture and factory equipment. For the past year, Mr. Sweitzer has been assistant sales manager and prior to that was for several years with the Appleton Manufacturing Co.

G. D. Colborn, formerly specialty sales manager of the Aluminum Cooking Utensil Company of Pittsburgh, has resigned to become vice-president and general manager of the Dilver Manufacturing Company of that city, makers of household specialties.

B. G. Henn has been appointed sales manager of the Hedman Manufacturing Company of Chicago, makers of the F. & E. Check Writer. Mr. Henn was for eight years with the Todd Protectograph Company of Rochester and sales manager of the National Binding Machine Company of New York.

E. D. Gibbs has been appointed advertising director of the B. F. Goodrich Company of Akron, Ohio, makers of

Derf Manufacturing Company of New York.

Carl F. Dietz has been appointed vice-president and general sales manager of the Norton Company, which in recent reorganization acquired control of the Norton Grinding Company, Worcester, Mass. Other sales appointments announced are W. L. Neilson, vice-president and foreign manager; Herbert Duckworth, sales mgr., grinding wheels; H. W.

Open New Sales Territories With N.S.T.A. Salesmen

"We are well pleased with
Mr. F. From the very first
day he sold our goods he
has been a success."

*Large Grocery Specialty
House.*

Typical Employers of N. S. T. A. Salesmen

*Marshall Field & Co.
Standard Oil Co.
Thomas Lipton, Inc.
Indian Refining Co.
Acme Packing Co.
Libby, McNeill & Libby.
Swift & Co.
Skinner Manufacturing Co.
Beech Nut Packing Co.
Moorehead Knitting Co.
Burroughs Adding Machine
Co.
Hoover Suction Sweeper Co.
Crowley Brothers.
Mutual Life Insurance Co.
Royal Tailors.
Stewart Motor Truck Co.
Salada Tea Co.
W. B. Conkey Co.
Armour & Co.
National Biscuit Co.
Loose-Wiles Biscuit Co.*

THE way N. S. T. A. Salesmen grasp your sales problem from the start is explained by their receptive mental attitude.

Initiative and Ambition are dominant in their personal make-up. Salesmanship interests them, not as something quickly learned, but as something to be constantly sought after.

To become salesmen, they are willing to work days and study nights. Naturally they apply themselves when on a sales task.

At present we are seeking positions with reliable firms for some very capable men. Some are seasoned salesmen of experience. Others are just starting out.

All of them are intelligent enough to know that they don't know it all. They represent a type that can readily be interested in seeing and doing things your way.

Ask our Employer's Service Department about these men. This institution, established 12 years ago, trains over 3,000 salesmen annually.

We have members in all parts of the country whose qualifications we would be pleased to place before you. There is no charge or obligation.

Write today. It would facilitate matters if you would tell us the territories and number of men required.

National Salesmen's Training Association

EMPLOYER'S SERVICE DEPARTMENT

515-521 Monadnock Building

CHICAGO, ILLINOIS

Localized Trade Investigation Service in 173 Cities and Towns

Instead of using a "hunch" or a "shrewd guess"—why not get up a question blank and have the Bourse's local investigators simultaneously call on ten or twenty dealers each in twenty-five towns?—or twenty jobbers—or factories—or offices—or consumers?

Costs but \$1 per report. No traveling expenses; no charge for failure to get a dealer to talk; no disrupting of your own force to do work they don't like and shouldn't do. (Pretty nearly everybody knows nowadays that it doesn't pay to try to make investigators out of salesmen—nor can they get unbiased information.)

For ten years the Bourse has served business houses in dealer-to-dealer, office-to-office, or home-to-home canvass for information, and it **knows how**. Our investigators are located throughout the country from Atlantic to Pacific.

Check up your real status in dealer good will; analyze volume of trade, brands carried, dealer opinion on proposed new policies or products; get facts on popularity of various sizes, reasons why dealers are or are not interested in brands, policies, etc.

Make a fact-study of consumer habits and conditions and attitudes at first hand by calling on women in their homes. (Cost 38c upward, according to quantity.)

It will certainly repay you to confer with us on use of this commercial method of basing your sales plans and policies more closely on unbiased actual facts fresh from the field. Write today.

Other Bourse Services: Investigations of entire industries; special investigations of methods and problems; specialized counsel on sales organization; quota making, bonus and prize systems; business finance management, etc.

THE BUSINESS BOURSE

The Clearing House of Business Information

347 FIFTH AVENUE

NEW YORK

Goodrich tires. This is a newly created office in which Mr. Gibbs will be assisted by E. C. Tibbitts who will remain in active charge of the advertising department. Mr. Gibbs was at one time advertising manager of the National Cash Register Company and later secretary of the Bush Terminal Sales Corporation of New York.

* * *

Frank A. Groves, formerly general manager of the Dayton Fare Recorder Company, has assumed the duties of vice-president and general manager of the Special Tool Engineering Company of Dayton. Mr. Groves was at one time manager of foreign sales for the National Cash Register Company, and held executive positions with that company in Great Britain, South Africa and South America. The Special Tool Engineering Company makes the Cole visible gasoline gauge which shows the amount of gasoline in the tank of a motor car or boat from the operating board.

* * *

The tenth anniversary of Clarence H. Wright as treasurer and general sales manager of the Racine Auto Tire Company was celebrated September 23, when the company held its annual sales convention. Over 200 salesmen, branch managers and department heads attended the meeting.

* * *

R. E. Rudd is now sales manager for the National Fiberstock Envelope Company of Richmond, Va. He was for seven years advertising manager and eastern sales manager for the Standard Paper Manufacturing Company.

* * *

L. N. Burns has been elected to the vice-presidency of the J. I. Case Plow Company. He will continue in charge of sales.

Changes in Dartnell Organization

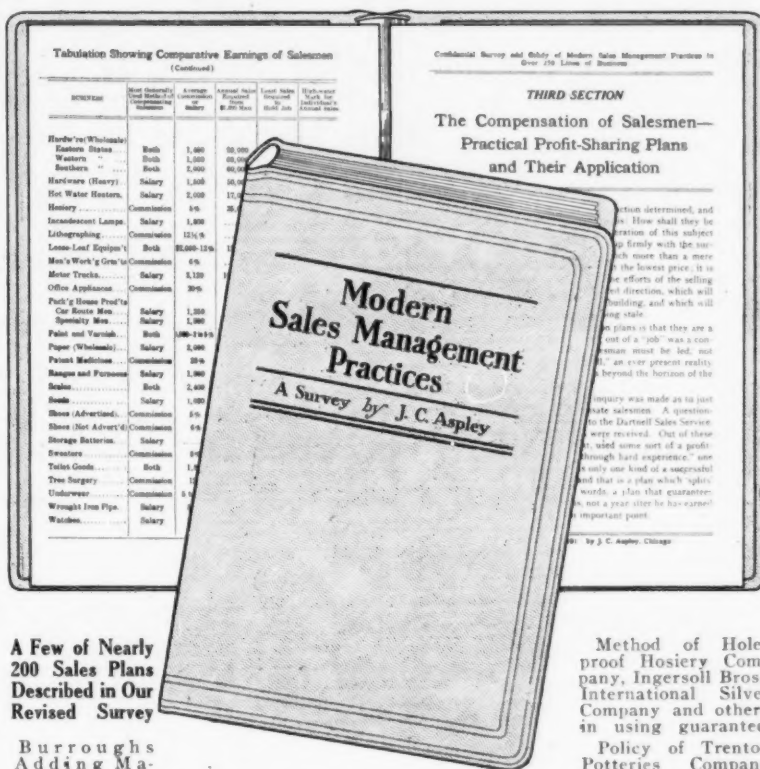
Harwood Otto, who has had charge of the Cleveland and Detroit territory for the Dartnell Corporation, has been appointed Eastern Manager, with offices in New York. Robt. W. Pearson, formerly of the editorial staff of *System Magazine*, has taken over Mr. Otto's old territory, with headquarters in Cleveland.

Local Flavor for Bill Board Advertising

Charles Kaufman & Brothers, makers of "Campus Togs" (clothing), are starting a nation-wide advertising campaign in which billboards with a local atmosphere will be used. The idea is to show the garment in use on the campus of the local university. For example, the billboards in Chicago will show the University of Chicago in the background, while those used in California will show Leland Stanford University or the University of California; in Boston, Harvard University will be pressed into service. The "stunt" suggests the use of this form of advertising to secure local atmosphere.

Is there a better way to pay your Salesmen?

This, and dozens of other equally timely questions, are discussed in the **NEW AND ENLARGED (1919 Edition) Survey of Modern Sales Management Practices**. This survey is entirely different from any other book ever published. It gives you in boiled-down, brass tack-form, suggestive methods, plans and policies used by leading concerns in over 250 different lines of business. It gives you names, figures and facts.



A Few of Nearly 200 Sales Plans Described in Our Revised Survey

Burroughs Adding Machine Co.
method of fixing sales task on basis of potential sales possibilities of given territories.

Working description of the Task and Bonus plan as worked out and used by Beechnut Packing Company, Libby, McNeil & Libby and other concerns.

Leading questions used by United Cigar Stores Company in selecting salesmen. Laboratory tests for picking salesmen used by American Tobacco Company.

Analysis of various types of bonus and profit sharing plans in use with detailed description of plans used by Hood Tire Company, E. P. Sanderson & Company, M. J. Heinz Company, etc.

Tabulation showing least sales required of salesmen in different lines to hold job, and high water mark for sales in each line.

(The foregoing examples are cited merely to illustrate the "brass tack" character of information in the survey.)

Method of Hole-proof Hosiery Company, Ingersoll Bros., International Silver Company and others in using guarantee.

Policy of Trenton Potteries Company which has resulted in greatly cutting down returned goods losses.

Description of methods employed by National Cash Register Company to standardize sales story. Analysis of various sales manuals.

Baker-Vawter plan of finding weaknesses of salesmen, and how they can be corrected. Getting salesmen to conserve time.

Tabulation showing expense account practices in over fifty different lines of business. Report forms and methods.

How Sherwin-Williams, American Optical Company and others are systematically gathering data for sales expansion programs.

Twenty odd specimen letters which have proved effective in awakening salesmen to reserve powers, selling by mail, paving the way for salesmen, handling complaints, collecting money, etc., etc.

Revised and Enlarged Special Library Edition

Up to now this survey has been published only in loose-leaf form. The entire second edition of the survey was sold out two weeks after publication. But to meet the demand from book stores and libraries, we have published a bound edition which we are offering, while it lasts, at a **reduced price**.

This new edition is substantially and attractively bound in heavy buckram, lettered in gold. It embodies ten sections—over 200 pages of facts about what other sales organizations are doing, most of which can be applied to your business. It contains a complete list of supplementary references—articles and books which can be consulted. There are nearly one hundred charts, forms and illustrations used to visualize the text. It is a book that every sales manager should have on file.

Over 900 sales managers co-operated in its preparation.

Special Offer

We will send you, without obligation, one of these revised surveys to look over. If you wish to retain it, simply send your check for \$4.50. If you do not wish to keep it send it back and we will cancel the charge without question. Over 5,000 copies of this survey have been sold. You cannot afford to be without it.

THE DARTNELL CORPORATION

Publishers of Books and Reports for Sales Managers and Salesmen

223 WEST JACKSON BLVD., CHICAGO, ILL.

A Suggestion for Selling the Full Line

By P. S. Salisbury

Sales Manager, Robt. H. Ingersoll & Bro.

It is truly surprising how sales ideas may be picked up in the least expected, and most out-of-the-way places. Ordinarily you wouldn't think there was much similarity between the problems of a watch manufacturer and a hotel keeper, yet the other day in Philadelphia I had an experience which very forcibly reminded me that after all is said and done most business problems are fundamentally the same.

I had run down in the afternoon, expecting to return the same day, but one delay after another finally compelled me to stay over, and I registered at the Vendig, leaving a seven-thirty call.

At a quarter of eight, just as I was adjusting my collar, there was a knock at the door, and a bell hop handed me a letter written on the hotel's stationery. With considerable curiosity I read it.

It was from the manager, who very courteously and tactfully invited me to patronize the Vendig breakfast room. He called my attention to certain things he recommended as being particularly good that morning.

Sold a Room—Now for a Meal

And, of course, I followed his suggestion—although I had had a half-formed intention of taking a walk down Broad street, and turning in at another hostelry for breakfast, and undoubtedly would have followed this first inclination had it not been for the letter.

Somehow or other we seldom consider that hotels have the same business problems that we do in our manufacturing and wholesale businesses. This hotel was run on the European plan—naturally they wanted all the trade they can get for their restaurant. They had sold me a room, but they wanted to sell me a meal as well.

That letter set me to thinking that most of us overlook a lot of good bets when we start a new customer. At the time he places his first order is the psychological moment to start in to educate him on how to sell our goods, so that he will remain our customer, and a good one. After he has had the goods in stock for six months he is likely to be calloused, and immune to suggestion.

After thanking him for his order and telling him we're glad that he is going to be a distributor we ought to tell him that although he has bought the goods, they won't walk off the shelves themselves, and go on and point out essential sales-making ideas and show him the "how" of it. In the case of manufacturers selling more than one item it probably can't be done all at one time. We should break it up into five or six chapters, sent out at judicious intervals.

And if we did this maybe the salesman wouldn't think that they had a live inside organization backing them up!

The hotel letter contained another big

Personal Services and Supplies

Rates: 20c a line of seven words; minimum \$1.00.

EXECUTIVES WANTED

SALES MANAGER WANTED by old established biscuit manufacturer in Ohio city. Present sales force numbers fifteen men, but will add eight new men within the next few weeks. We want a man who has had experience in this line and demonstrated his ability to produce results. Salary will be commensurate with ability to produce results. All replies will be held in strict confidence. Box 1007, SALES MANAGEMENT.

A large cereal manufacturer is in need of an assistant to the general manager. He should have had experience in office and factory management and handling details such as ordering supplies, keeping records, etc. Box 1005, SALES MANAGEMENT.

SALESMEN SEEKING POSITIONS

A successful salesman, 37, now sales manager for a prominent hardware specialty manufacturer, seeks a wide range for his fifteen years' experience. Has sold successfully in New York, Philadelphia and New England, though a native New Yorker. Would consider representing an established house in New York City. Salary, \$4,000 and commissions. Address Box 1003, SALES MANAGEMENT.

idea—to try and sell the parts of our line which the customer hasn't bought. For example, a customer orders the Regal and Ajax models, and we know that he has none of our Viceroy or Crowns in stock. To call his attention to these why not have a system of small-sheet letters, so arranged as to have a page for every item in the line?

Then, in acknowledging his order we can throw in a page about the Viceroy and another on the Crown. Or the same result might be secured by using small printed inserts telling of the items he failed to order.

Little by-products like these are likely to spell big profits. We mustn't be matter-of-fact about the orders that come in. Let's treat each one as though it was the first we had ever received—and that it might be the last unless we humped ourselves a bit to make it pleasant for some little dealer to buy from us.

"There are several articles in the August number of SALES MANAGEMENT which appealed to the writer as being exceptionally good to the extent that he loaned the magazine to our president, that he might read them. He is evidently very much interested in them as the magazine has not been returned, and as we wish to keep the publication intact we are enclosing twenty-five cents in stamps for a duplicate copy of this issue."—G. S. Wallace, Sales Mgr., National Electrical and Automobile Supply Co.

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100 blanks, post-paid\$6.00
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